

# **California Department of Veterans Affairs**



## **BUSINESS PLAN**

**July 1, 2010 - June 30, 2015**

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## Introduction

The CalVet Strategic Plan describes the principle goal for each division within the Department, along with a summary of the supporting strategies for achieving those goals. To further detail the goals and strategies, this CDVA Business Plan specifies in greater detail each Division's objectives, plans of action, and timelines for implementing those strategies. The CDVA Strategic Plan and Business Plan contain all the necessary information regarding strategic planning and implementation for all Divisions—there will be no individual strategic plans at the divisional or Home level.

This section lists the principle strategic goal, detailed descriptions of the strategies and objectives, and timelines for reaching the goals for each of the core CalVet Divisions: Veterans Services, Veterans Homes, and Farm and Home Loans, along with the Administration and Support Divisions.

## Strategic Goals

This section describes the primary goal for each of the CDVA programmatic divisions, along with a summary of the strategies for reaching the goal. See [Plans of Action](#) on page 8 for detailed descriptions and timelines for obtaining the objectives.

### Services for Veterans

#### ***Veterans Services Division***

*Primary goal:*

Provide high quality advocacy and services for all California Veterans and to increase the percentage of veterans in California who receive USDVA compensation and benefits to at least the national average by 2014.

*Strategies and timelines:*

Strategy	Timeline
Advocate for veteran benefits, promote participation by veterans in obtaining their benefits, and promote coordinated efforts by various veteran organizations.	July 2011 January 2016
Provide high quality veteran claims representation.	March 2011 July 2012
Improve processes related to county veteran services office operations.	January 2011 June 2012
Increase the number of Veterans Courts statewide.	July 2015
Become a national model for State Veteran Cemetery operations.	July 2011/2012

Each strategy has one or more objectives, which describe how the strategy will be executed. Each objective has a plan of action, which details the specific steps required along with timelines for each of those steps. See Plans of Action on page 8.

***Women and Minority Veterans Affairs****Strategies and timelines:*

Strategy	Timeline
Expand outreach activities to veterans specifically focusing on women and minority veterans.	March 2011
Develop and conduct appropriate advocacy activities that will target women and minority veterans.	February 2011
Educate women and minority veterans regarding earned benefits and available services.	March 2011

Each strategy has one or more objectives, which describe how the strategy will be executed. Each objective has a plan of action, which details the specific steps required along with timelines for each of those steps. See Plans of Action on page 8.

***Native American Veterans Affairs****Strategies and timelines:*

Strategy	Timeline
Foster collaboration and improved communication with Native Americans.	September 2014
Expand outreach activities to Native American veterans, their families, and dependents.	2015
Enhance leadership role to advocate for and provide benefits for Native American veterans.	2012

Each strategy has one or more objectives, which describe how the strategy will be executed. Each objective has a plan of action, which details the specific steps required along with timelines for each of those steps. See Plans of Action on page 8.

## Long Term Care for Veterans

### *Veterans Homes Division*

#### *Primary goal:*

Achieve a Centers for Medicare and Medicaid Services (CMS) Five-Star quality rating by 2014 for all Veterans Homes, and improve current rating by at least one level by 2011.

#### *Strategies and timelines:*

Strategy	Timeline
<b>Policy Alignment:</b> Develop and align policies into a system that will facilitate Five-Star quality health care. Develop an audit program to validate policy compliance.	July 2013
<b>Process Alignment:</b> Redesign and standardize processes to maximize efficiency and effectiveness and to meet regulatory, safety and pay-for-performance standards and to ensure value and resident satisfaction.	December 2013
<b>Program Development:</b> Maintain high service standards through new program development and ongoing modification of existing programs in order to keep pace with the changes in health care knowledge, practices and regulations.	July 2013
<b>Best Practice Alignment:</b> Apply best practices and then validate their use, effectiveness and value through quality measurements and multidisciplinary peer review. Assess practice changes and technology applications to ensure that anticipated benefits in patient care are realized.	June 2011
<b>Clinical-Reimbursement Cycle Alignment:</b> Standardize reimbursement processes (charges, coding, billing, denial follow-up, electronic processes, reporting, analysis, etc). Capture appropriate reimbursements. Validate electronic processes. Maximize programs and outside medical contracts for value and benefits to residents.	January 2015
<b>Staffing and Productivity Analysis:</b> Define staffing, productivity and patient/resident acuity standards. Develop audit controls to ensure that employees and departments meet the standards.	October 2010
<b>Standardize Education:</b> Develop standards for education content, delivery and learning. Validate the results by testing and by performance and documentation review to ensure residents receive the highest quality of care.	January 2013
<b>Information Integrity:</b> Develop audit controls to ensure that essential system-wide information is accurate, verifiable, meaningful and appropriately accessible and helps to improve the quality of care and to achieve the Five-Stars CMS rating.	June 2012

Each strategy has one or more objectives, which describe how the strategy will be executed. Each objective has a plan of action, which details the specific steps required along with timelines for each of those steps. See Plans of Action on page 8.

## Housing for Veterans

### *Farm and Home Division*

#### *Primary goal:*

Achieve a AAA bond rating from two of the rating agencies by 2014 for Division's General Obligation bonds and improve current rating by at least one level by 2011.

#### *Strategies and timelines:*

Strategy	Timeline
Increase overall market share in area of veteran loans.	January 2011 June 2011/12/13
Manage the program in a fiscally responsible manner.	December 2011 Spring 2012 Winter 2014
Improve overall customer and support services.	April/December 2011 Spring/Summer 2013 Winter 2014
Improve staff effectiveness.	2011

Each strategy has one or more objectives, which describe how the strategy will be executed. Each objective has a plan of action, which details the specific steps required along with timelines for each of those steps. See Plans of Action on page 8.

## Administration and Support

The divisions providing administration and support for CDVA's programs include the Legislation and Communications Division, the Legal Division, and the Administrative Services Division. The strategies of these Divisions focus on the support of CDVA reaching the three programmatic Divisions' strategic goals.

The specific strategies for each of the divisions within these administration and support areas are detailed in the following sections:

- [Legislation and Communications Division](#)
- Administrative Services Division
  - [Capital Assets and Facilities Management](#)
  - [Financial Services Division](#)
  - [Information Services Division](#)
  - [Human Resources Division](#)

### ***Legislation and Communications Division***

The Legislation and Communications Division provides direction, advice and guidance for the three programmatic divisions when dealing with the media, the legislature, and significant stakeholder groups. The Division will advocate for and represent the department's programmatic divisions in legislative hearings and or during interviews with the media or when planning for one of the organization's major events such as statewide conferences.

#### ***Strategies and timelines:***

Strategy	Timeline
Legislation: Ensure the policy objectives of the department are met through legislative action by providing exceptional advice, guidance and advocacy when developing legislative proposals and responding to legislative inquiries.	Ongoing
Communications: Tell the story of the department and its role in the delivery of services and advocacy for those services to veterans in California by providing advice, guidance and advocacy when developing media and outreach strategies for programs and divisions.	Ongoing
Communications: Develop and implement a dynamic web presence for the department that will attract readers and capitalize on new technologies.	Ongoing

Each strategy has one or more objectives, which describe how the strategy will be executed. Each objective has a plan of action, which details the specific steps required along with timelines for each of those steps. See Plans of Action on page 8.

### ***Capital Assets and Facilities Management***

The Capital Assets, Facilities Management, Maintenance and Construction Unit is responsible for the planning, funding, monitoring, and maintenance of the Department's major capital assets. The unit's primary responsibilities include capital development, facilities project oversight, facility master planning, direct construction, and deferred maintenance activities at each of the Department's facilities located throughout the state.

#### ***Strategies and timelines:***

Strategy	Timeline
Provide exceptional customer service that enables the programs to attain their goals. Assist Veterans Homes Division in attaining/maintaining a five star rating.	December 2011 March 2012
Expand the use of the USDVA Cemetery Grant Program that will assist the Veterans Services Division in attain their goals.	February 2010 September 2011 Early 2014
Fully utilize the USDVA Construction Grant Program for the construction or renovation of the States Veterans Homes	July 2011
Increase the use of "Green" or energy efficient technologies within CDVA owned facilities.	June 2011

Each strategy has one or more objectives, which describe how the strategy will be executed. Each objective has a plan of action, which details the specific steps required along with timelines for each of those steps. See Plans of Action on page 8.

### ***Financial Services Division***

The Financial Services Division provides fiscal support to CDVA's programmatic divisions.

The Division is comprised of six support functions: The Budget Office, Veterans Home Accounting, Headquarters/Farm & Home Accounting, Contracts, Procurement, and Cost Accounting/Forecasting.

- The Budget Office is responsible for all budgetary tasks related to the development and implementation of the department's annual budget.
- The Veterans Home Accounting Office is responsible for providing support to the Veterans Homes staff and the veterans that reside at the homes.
- Headquarters/Farm and Home Accounting provides support to headquarters and Farm and Home staff as well as the veterans that utilize the CalVet Home Loan program and Veterans Benefits and Services.
- The Contracts and Procurement Offices are responsible for the execution of various medical services contracts that are utilized by the residents that reside at the veteran homes while also negotiating and developing various commodity and service contracts.
- Cost Accounting and Forecasting provides management with statistical information on historical trends; cost projections to operate the homes and deliver care to the veterans; and forecasts all fiscal aspects of revenues, reimbursements, expenditures, and costs by function and level of care.

Strategy	Timeline
Provide exceptional customer service that enables the programs to attain their goals. Assist veterans homes in attaining/maintaining a 5-Star Rating.	June 2012
Assist Veteran Homes and CDVA programs in the efforts to increase revenues and reimbursements.	January 2011 and ongoing
Provide efficient service that enables HQ programs and the Veterans Homes to meet their goals of providing quality services and care to the veterans and their families that utilize CDVA's services.	June 2012 and ongoing
Provide efficient financial services that enable the programs to attain their goals.	July 2014/15
Provide exceptional customer service that enables the programs to attain their goals.	June 2011

Each strategy has one or more objectives, which describe how the strategy will be executed. Each objective has a plan of action, which details the specific steps required along with timelines for each of those steps. See Plans of Action on page 8.



### ***Information Services Division***

This Division is responsible for the planning, coordination, implementation, and operation of data processing facilities, systems and services department-wide. Staff develops new automated systems and provides maintenance or enhancements to existing software and equipment. Emphasis is given to the application of data processing efficiencies to the Department's work processes.

#### ***Strategies and timelines:***

Strategy	Timeline
Optimize operational efficiencies to better support programs.	July 2011
Strengthen security to better protect CDVA confidential and sensitive information.	February/March 2011 October 2012 January 2013
Implement Enterprise Architecture	August 2013
Leverage technology to improve program efficiency.	October 2012 September 2013
Promote extensive use of project management skill sets.	July 2014 June 2015

Each strategy has one or more objectives, which describe how the strategy will be executed. Each objective has a plan of action, which details the specific steps required along with timelines for each of those steps. See Plans of Action on page 8.

### ***Human Resources Division***

The Human Resources Division plans and administers the Department's personnel management, labor relations, examinations, recruitment, payroll, benefits, worker's compensation, training, health and safety, and employee recognition programs. The Human Resources Division also develops and issues policy and procedural guidelines to departmental employees and a wide variety of personnel program issues.

#### ***Strategies and timelines:***

The following table describes the strategies necessary to support CDVA's strategic goals.

Strategy	Timeline
Expand training opportunities to encourage upward mobility and mentor staff in support of the Department's program areas and Veterans Homes.	June 2014
Develop and maintain a workforce plan that is aligned with the Department's strategic direction.	June 2013
Utilize advancing technology to more effectively deliver Human Resources practices in support of the Department's program areas and Veterans Homes.	June 2013, March 2014, Ongoing

Each strategy has one or more objectives, which describe how the strategy will be executed. Each objective has a plan of action, which details the specific steps required along with timelines for each of those steps. See Plans of Action on page 8.

## Plans of Action

This section lists each division's plan of action for every objective along with timelines for the plans.

- Veterans Services Division
  - Women and Minority Veterans Affairs
  - Native American Veterans Affairs
- Veterans Homes Division
- Farm and Home Loan Division
- Administration and Support Divisions
  - Legislation and Communications Division
  - Administrative Services Division
    - Capital Assets and Facilities Management
    - Financial Services Division
    - Information Services Division
    - Human Resources Division

**CDVA Business Plan  
Plans of Action**

**Veteran Services Division  
2010/2011 – 2014/2015**

# California Department of Veterans Affairs Strategic Goals Implementation Plan Worksheet

**Division:** Veterans Services

**Goal:** Provide high quality advocacy and services for all California Veterans and to increase the percentage of veterans in California who receive USDVA compensation and benefits to at least the national average by 2014.

**Strategy:** Advocate for veteran benefits, promote participation by veterans in obtaining their benefits, and promote coordinated efforts by various veteran organizations.

**Objective Statement:** Creation of application for veterans for I-phone and other handheld and desk top computers whereby the veteran or interested party can easily obtain information on veteran benefits and how to access them.

**Projected Date for Completing Objective:** July 1, 2011

**How will success/completion be determined (what are the metrics)?** Success will be determined by the progress made in creating the application and uploading the information. A July 1, 2011 date for launch is projected.

## Plan of Action

## Timeline Progress

What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
Initial meeting with IT held in July 2010 for feasibility and start of project	July 2010	<b>X</b>
Follow up meeting with IT and introduction as project into the Architectural Engineering process to be prioritized for start.	August 2010	<input type="checkbox"/>
Project prioritized and date for start determined	October 2010	<input type="checkbox"/>
Project start	December 2010	<input type="checkbox"/>
Information uploaded into app	February 2011	<input type="checkbox"/>
Launch of project with proper media and public advertisement	July 2011	<input type="checkbox"/>
		<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

# California Department of Veterans Affairs Strategic Goals Implementation Plan Worksheet

**Division:** Veterans Services

**Goal:** Provide high quality advocacy and services for all California Veterans and to increase the percentage of veterans in California who receive USDVA compensation and benefits to at least the national average by 2014.

**Strategy:** Advocate for veteran benefits, promote participation by veterans in obtaining their benefits, and promote coordinated efforts by various veteran organizations.

**Objective Statement:** Department of Motor Vehicles collaboration to outreach to all 2 million veterans. The have recently signed an MOU with DMV to have them place a line on all drivers license and ID card applications asking if the applicant served in the military. DMV will share this very fresh contact information with CDVA electronically. CDVA projects that this will give us the contact information and name of close to 20,000 veterans a month and all veterans in California with in 5 years.

**Projected Date for Completing Objective:** On-going with a start date no later than July 2011

**How will success/completion be determined (what are the metrics)?** Success will be determined by the number of names and addresses we receive from DMV. The effectiveness of CDVA's outreach will be determined by how many veterans we get into the CVCS system and ultimately how many veterans we connect to benefits they do not now know about. This will be measured by the participation rate currently at 13.29%.

## Plan of Action

## Timeline Progress

What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
Receive information from DMV	November 2010 (hopefully)	
Hire AGPA for data management	September 2010	<input type="checkbox"/>
Formulate IT plan through the AE process to process DMV information and contact the veteran	September 2010	<input type="checkbox"/>
Mailer designed and produced to mail out to DMV identified veterans	October 2010	<input type="checkbox"/>
Contract procured with DVBE to do the outreach mailing	November 2010	<input type="checkbox"/>
Receive information from veterans and put into CVCS for continued referral and outreach	January 2011	<input type="checkbox"/>
Data base built up with all 2,000,000 veterans in it for outreach purposes	July1, 2015	<input type="checkbox"/>
		<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

## Veterans Services Division

**Division:** Veterans Services

**Strategic Goal One:** Provide high quality advocacy and services for all California Veterans and to increase the percentage of veterans in California who receive USDVA compensation and benefits to at least the national average by 2014.

**Strategy:** Advocate for veteran benefits, promote participation by veterans in obtaining their benefits, and promote coordinated efforts by various veteran organizations.

**Objective Statement:**

**Operation Welcome Home.** Effectively reach all veteran populations, with an emphasis on the 30,000 OEF/OIF veterans returning to California each year with new outreach and documentation systems, and establish an ongoing communication using technology through the Cal Vet Corps initiative.

**Projected Date for Completing Objective:** On-going

**How will success/completion be determined (what are the metrics)?**

Number of Reintegration forms received  
Number of Interviews conducted  
Number of Referrals made  
National Compensation and Pension rate standing

**Plan of Action**

**Timeline  
Progress**

Continue Reintegration Form collection and input into CVCS	On-going	<b>X</b>
Generate weekly reports from CAL VET Corps	On-going	<b>X</b>
Secure Federal Funding to sustain CAL VET Corps EDD	Jan 2011	<input type="checkbox"/>
AmeriCorps placement sites established	Aug 2010	<input type="checkbox"/>
Collaborative Leads hired	Aug 2010	<input type="checkbox"/>
Referral Management Branch hired and in operation	Sep 2010	<input type="checkbox"/>
Call-center operational	Oct 2010	<input type="checkbox"/>
AmeriCorps Troops Hired and Offices Procured	Oct 2010	<input type="checkbox"/>
AmeriCorps Troops trained	Oct 2010	<input type="checkbox"/>
Collaborative Web Application Completed	Jan 2011	<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

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## Veterans Services Division

**Division:** Veterans Services

**Strategic Goal One:** Provide high quality advocacy and services for all California Veterans and to increase the percentage of veterans in California who receive USDVA compensation and benefits to at least the national average by 2014.

**Strategy:** Advocate for veteran benefits, promote participation by veterans in obtaining their benefits, and promote coordinated efforts by various veteran organizations.

**Objective Statement: Department of Motor Vehicles Outreach to Veterans.** DMV Veterans information taken from Drivers Licenses and Identification Applications shared with CDVA for outreach to the two million veterans in the state.

**Projected Date for Completing Objective:** January 2016

**How will success/completion be determined (what are the metrics)?**

Based on monthly data received from DMV, mailers will be sent out to veterans with Reintegration Form with Business Reply Mail back.

Metric will be number of mailers sent out versus number returned.  
The second Metric will be referrals made to CVSO's and VA.

### Plan of Action

### Timeline Progress

Hired Data Manager AGP	Sep 2010	
Formulate Working Group to plan DMV outreach process and formulate mailer.	Sept 2010	<input type="checkbox"/>
Formalize Format of Vet data from DMV	Oct 2010	<input type="checkbox"/>
Award Contract for DMV Mailer	Nov 2010	<input type="checkbox"/>
Receive DMV Mailers back and place into CVCS (20,000 per month estimated)	July 2011	<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

Memorandum of Understanding signed July 2010

# California Department of Veterans Affairs Strategic Goals Implementation Plan Worksheet

**Division:** Veterans Services

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**Strategy:** Advocate for veteran benefits, promote participation by veterans in obtaining their benefits, and promote coordinated efforts by various veteran organizations.

**Objective Statement:** Migrate Troops to College activities to CDVA from the CSU agency. Work with Bucky Petersen and the CSU management to migrate educational benefit activities performed by Troops to College to CVDA Vet Services department. Create an unofficial department within Vet Services comprised of Title 38, OJT/Apprenticeship and Troops to College that will give veterans one stop shopping when it comes to educational needs, questions and assistance. CDVA will be the focal point of all veteran educational activities instead of having several agencies responsible for this very important benefit. CDVA wants to create a environment where enrollment is increased, retention is increased and graduation rates are increased. Data and benchmarks will established when the move is made.

**Projected Date for Completing Objective:** July 1, 2011

**How will success/completion be determined (what are the metrics)?** CDVA will have administrative and financial control of this program. Measurable goals will be established once the move is complete. These quantifiable goals will include increases in enrollment, retention, graduation and employment rates.

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
Initial meeting with Troops to College and CDVA stakeholders	07-01-2010	<b>x</b>
Decision made to start migration by both agencies	11-01-2010	<input type="checkbox"/>
Transfer of personnel and administrative duties	02-01-2011	<input type="checkbox"/>
Begin operation as Troops to College at CDVA	07-01-2011	<input type="checkbox"/>
		<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)



# California Department of Veterans Affairs Strategic Goals Implementation Plan Worksheet

**Division:** Veterans Services

**Goal:** Provide high quality advocacy and services for all California Veterans and to increase the percentage of veterans in California who receive USDVA compensation and benefits to at least the national average by 2014.

**Strategy:** Advocate for veteran benefits, promote participation by veterans in obtaining their benefits, and promote coordinated efforts by various veteran organizations.

**Objective Statement:** Creation and proliferation of Veteran Courts in California modeled after the Orange County and Santa Clara models. Decrease the number of veterans remanded to incarceration and instead get them into VA and other non-jail treatment facilities while helping them participate in the VA benefit system.

**Projected Date for Completing Objective:** On-going

**How will success/completion be determined (what are the metrics)?** Vet Services projects that in 2010-11 LA, Alameda, Lake, San Bernardino and San Diego County will establish Vet Courts with the help of CDVA, Vet Services Division.

## Plan of Action

## Timeline Progress

What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
Establish targeted counties to concentrate effort and resources to aid in establishing Vet Courts.	08-01-2010	<b>X</b>
Meet with LA County Vet Court Initiative Group	08-30-2010	<input type="checkbox"/>
Meet with San Bernardino County Vet Court Group	09-30-2010	<input type="checkbox"/>
Meet with Alameda County Vet Court Group	10-30-2010	<input type="checkbox"/>
Meet with Lake County Vet Court Group	11-30-2010	<input type="checkbox"/>
Hold a Vet Court Conference at CDVA HQ's for entire State	02-01-2011	<input type="checkbox"/>
Have LA, San Diego & San Bernardino Vet Courts established	07-01-2011	<input type="checkbox"/>
Alameda & Lake County Vet Courts established	12-31-2011	<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

# California Department of Veterans Affairs Strategic Goals Implementation Plan Worksheet

**Division:** Veterans Services

**Goal:** Provide high quality advocacy and services for all California Veterans and to increase the percentage of veterans in California who receive USDVA compensation and benefits to at least the national average by 2014.

**Strategy:** Improve processes related to County Veteran Service Office Operations.

**Objective Statement:** CDVA and DMV will agree to have the Vet Plate application process automated so that the Vet Plate can be purchased on line thus improving access and sales of these plates.

**Projected Date for Completing Objective:** January 2011

**How will success/completion be determined (what are the metrics)?** This will be determined by observing the vet plate on the website and then tracking sales of the plates. We currently have approximately 25,000 vet plates on the road currently. We look for a 15% increase in sales when the automated process kicks in.

## Plan of Action

## Timeline Progress

What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
Agreement with DMV to put the Vet Plate purchasing process on line.	September 2010	<input type="checkbox"/>
Tracking Vet Plate sales	Ongoing	<b>X</b>
New advertising pieces developed and distributed via hardcopy and on line advertising the new on-line access to Vet Plates	January 2011	<input type="checkbox"/>
Develop new design of Veteran Plates for increased sales	July 2012	<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

# California Department of Veterans Affairs Strategic Goals Implementation Plan Worksheet

**Division:** Veterans Services

**Goal:** Provide high quality advocacy and services for all California Veterans and to increase the percentage of veterans in California who receive USDVA compensation and benefits to at least the national average by 2014.

**Strategy:** Provide high quality veteran claims representation.

<b>Objective Statement:</b> Implement the SAIS system in all 56 CVSO offices in the state
<b>Projected Date for Completing Objective:</b> July 2012
<b>How will success/completion be determined (what are the metrics)?</b> The success of this initiative will be initially measured by the number of offices converted to the SAIS system. The follow up goals will be measured by the improvement in the number and quality of the claims processed by the CSVO vet reps. This system will give CDVA the ability look into all offices and actually rate and grade the efficiency and effectiveness of each vet rep. A grading system will be developed and made public to let each vet rep and CVSO know how they are rated as to their quality and quantity of claims filed. This system will also create a paperless environment for reporting subvention information and lead to a paperless claim filing process when the VA goes to paperless filing. Auditing of CVSO's can be done from this office, thus avoiding costly travel.

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed ?
SAIS approved by OCIO	May 2010	X
MOU signed with Panoramic Software for implementation	May 2010	X
Budget approved by conference committee to fund SAIS	June 2010	X
Budget passed with SAIS funding	Oct 2010	X
Conversion Plan meeting and schedule developed with Panoramic	July 2010	<input type="checkbox"/>
Conversion of offices started	Sept 2010	<input type="checkbox"/>
Payments distributed to CVSO's for Vet Pro software	Oct 2010	<input type="checkbox"/>
Centralize auditing performed from this office instead of onsite visits	January 2011	
Analysis of vet reps performance and feedback	February 2011	
Purchase and deployment of scanning devices for paperless claim processing	July 1, 2011	
Paperless claim filing (depending on VA implementation)	July 1, 2012	

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

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# California Department of Veterans Affairs Strategic Goals Implementation Plan Worksheet

**Division:** Veterans Services

**Goal:** Provide high quality advocacy and services for all California Veterans and to increase the percentage of veterans in California who receive USDVA compensation and benefits to at least the national average by 2014.

**Strategy:** Provide high quality veteran claims representation.

**Objective Statement:** The objective is to create and manage a VET REP academy at CDVA. This academy will train new vet reps and new CVSO's in the claim filing and processing activities. This academy will also provide a connection to Operation Welcome Home (OWH) and the SAIS computer and information management system. CDVA will oversee this operation and have at least two academies a year, one if No Cal and the other in So Cal. Top CVSO's, Norm Gillette, CVSO staff and VA experts will be the instructors. We will also include VSO's in the process to create a better connection between the CVSO and VSO community.

**Projected Date for Completing Objective:** March 2011

**How will success/completion be determined (what are the metrics)?** The success will be determined initially by having the first class and then using the SAIS information to track the effectiveness of the CVSO's who have been through the course in the areas of number of ready to rate claims filed, the success of those claims and the amounts of compensation dollars received by the veterans.

## Plan of Action

## Timeline Progress

What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
Create an formulation and action committee to include CSVO and CDVA leadership to create the structure of this academy	Sept 2010	<input type="checkbox"/>
Request and process NCB contract to fund this process	Sept 2010	<input type="checkbox"/>
Develop MOU with CVSO's to agree to this process	Sept 2010	<input type="checkbox"/>
Let contract to fund this process	Oct 2010	<input type="checkbox"/>
Conduct first Vet Rep academy class at CDVA	January 2011	<input type="checkbox"/>
		<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

# California Department of Veterans Affairs Strategic Goals Implementation Plan Worksheet

**Division:** Veterans Services

**Goal:** Provide high quality advocacy and services for all California Veterans and to increase the percentage of veterans in California who receive USDVA compensation and benefits to at least the national average by 2014.

**Strategy:** Improve Statewide DVBE operations and participation.

<b>Objective Statement:</b> Increase the number of certified DVBE's in the state and increase state government contracting with DVBE's.
<b>Projected Date for Completing Objective:</b> On-going
<b>How will success/completion be determined (what are the metrics)?</b> The number of certified DVBE's and the yearly contract participation numbers reported by agencies.

Plan of Action	Timeline Progress	
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
Continue the on-going efforts of the CDVA DVBE Outreach and Education Coordinator's by creating inter-agency synergy, effectively utilizing our dwindling resources, and getting the DVBE message out by:		
Actively promoting greater use of the DVBE contracting "Option" which allows state agencies to purchase directly from DVBE's.	On-going	<input type="checkbox"/>
Attending numerous (over 30 last FY) DVBE, Small Business and veteran forums to get the word out about how to become a certified DVBE and then how to do business with California state government.	On-going	<input type="checkbox"/>
Working with state agency DVBE Advocates by hosting (on the CDVA website) the Advocates Toolkit filled with successful advocates' best practices, very useful vendor forms, and contracting information. This is a tremendous resource for new and seasoned Advocates. CDVA also hosts the monthly Advocate's meeting.	On-going	<input type="checkbox"/>
Actively working the "Are you a Disabled Veteran Business Owner?" list that will be generated through various DMV forms.	List available July 2011	<input type="checkbox"/>
Attending the large-scale (Over 3300 people attended last FY) Governor sponsored regional Collaboration Conferences. There are five conferences statewide.	On-going	<input type="checkbox"/>
Energizing and guiding the CDVA DVBE Advisory Council to become a more active player in the DVBE community.	On-going	<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

In FY 2008-09, more than \$189 million was awarded to DVBE firms for an overall contracting participation rate of 2.96 percent. This is the highest level of DVBE participation ever reported. Although the State did not meet the 3 percent DVBE participation goal, it increased participation by 0.57 percentage points above the 2.39 percentage points achieved in FY 2007-08. NOTE: CDVA's DVBE participation in FY 2008-09 was 7.70% Currently there are 1287 certified DVBE's in the state.

# California Department of Veterans Affairs Strategic Goals Implementation Plan Worksheet

**Division:** Veterans Services

**Goal:** Provide high quality advocacy and services for all California Veterans and to increase the percentage of veterans in California who receive USDVA compensation and benefits to at least the national average by 2014.

**Strategy:** Become the national model for State Veteran Cemetery Operations.

**Objective Statement:** Obtain private sector funding then build and operate the new state veteran Central Coast Cemetery (CCC) at Monterey. Facilitate the private funding to start the construction of the CCC. Then operate this new cemetery to provide burial services at this beautiful location.

**Projected Date for Completing Objective:** July 2011

**How will success/completion be determined (what are the metrics)?** The metric on this project will be measured by the amount of funding that can be generated by the local governments to fund the endowment account to assure that the operation of this CCC will not be at tax payer expense.

## Plan of Action

## Timeline Progress

What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
Grant submitted to fund the construction and opening of this CCC	April 2010	<input checked="" type="checkbox"/>
Meeting with the CCC community to facilitate funding of endowment account for operation	Ongoing	<input checked="" type="checkbox"/>
Start CCC design and plan production	January 2011	<input type="checkbox"/>
Start construction of CCC	July 2011	<input type="checkbox"/>
Opening of CCC	July 2012	<input type="checkbox"/>
Operation and oversight of CCC	Ongoing after July 2012	<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

# California Department of Veterans Affairs Strategic Goals Implementation Plan Worksheet

**Division:** Veterans Services

**Goal:** Provide high quality advocacy and services for all California Veterans and to increase the percentage of veterans in California who receive USDVA compensation and benefits to at least the national average by 2014.

**Strategy:** Become a national model for State Veteran Cemetery Operations.

**Objective Statement:** Veteran Service Division under the leadership of Steve Jorgensen will take over the operation and maintenance of the Yountville Cemetery and bring this cemetery up to VA standards using grant money from the VA.

**Projected Date for Completing Objective:** July 1, 2012

**How will success/completion be determined (what are the metrics)?** The success of this operation will be gauged by the amount of federal funding we receive and the follow up audit that we will be subjected to after the funding is received and the improvement made to this neglected cemetery.

## Plan of Action

## Timeline Progress

What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
MOU between Vet Services and the Yountville Home	June 2010	<b>X</b>
Federal grant application submitted to the VA Cemetery Agency	June 2010	<b>X</b>
Audit of the Cemetery by the USDVA	July 2010	<b>X</b>
Results of the audit received and action plan developed	September 2010	<input type="checkbox"/>
Federal funds received for the upgrades needed and action plan implemented	October 2010	<input type="checkbox"/>
Work started on the Yountville Cemetery to bring up to standards	January 2011	<input type="checkbox"/>
Work completed on the upgrade for Yountville Cemetery	July 2012	<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

**CDVA Business Plan  
Plans of Action**

**Women and Minority Veterans Affairs  
2010/2011 – 2014/2015**



# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

**Division:** Women and Minority Veteran Affairs

**Strategy:** Expand outreach activities to veterans specifically focusing on women and minority veterans

<b>Objective Statement:</b> Various activities will be developed and conducted to reach out to women and minority veterans.
<b>Projected Date for Completing Objective:</b> Ongoing
<b>How will success/completion be determined (what are the metrics)?</b> Report on the number of veterans contacted, integration forms filled out and percent increase in women and minority contacts in database.

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
Establish a communications plan that includes indicators for determining the effectiveness of all outreach activities and where to focus outreach efforts	Sept 2010	<input type="checkbox"/>
Assess and report on the success of targeted outreach effort to Hispanic veterans in LA Basin (Santa Fe Communications)	Oct 31, 2010	<input type="checkbox"/>
Develop a plan to deploy additional pilot projects to target various minority veteran groups modeling from the lessons learned from Santa Fe contract targeting Hispanics;	January 2011	<input type="checkbox"/>
Develop a plan to conduct outreach with organizations not traditionally thought of as veteran organizations. Potential additional target audiences: African American Churches; Ethnic Chambers of Commerce	March 2011	<input type="checkbox"/>
		<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

**Division:** Women and Minority Veteran Affairs

**Strategy:** Develop and conduct appropriate advocacy activities that will target women and minority veterans

<b>Objective Statement:</b> Advocacy opportunities will be identified and pursued that target the interests of women and minority veterans.
<b>Projected Date for Completing Objective:</b>
<b>How will success/completion be determined (what are the metrics)?</b> Track number of corporations with formal partnerships and percent increase over prior year.

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
Develop a report on women and minority veteran needs utilizing OWH and the Department's Veterans Needs Assessment, as well as other sources, to focus California's policy making for the future.	Nov 2010	<input type="checkbox"/>
Establish and expand partnerships with corporations, organizations, commissions and other agencies to address identified needs of women and minority veterans (ie DeVry University, Talbots Stores, PG&E)	Feb 2011	<input type="checkbox"/>
Partner with Commission on the Status of Women, service provider, VSOs and VA representatives in determining the need for state and federal legislation that would benefit women veterans	December 2010	<input type="checkbox"/>
Revise Strategic Plan Objectives based upon the prior action items	Jan 2011	<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

**Division:** Women and Minority Veteran Affairs

**Strategy:** Educate women and minority veterans regarding earned benefits and available services

<b>Objective Statement:</b> Make educational presentations and develop educational programs that target the needs of women and minority veterans
<b>Projected Date for Completing Objective:</b>
<b>How will success/completion be determined (what are the metrics)?</b> Track the number of veterans utilizing benefits, reflect the increase over prior year, number of MOU's with regional collaboratives, number of forums held, track the number of veterans participating in forums and number of new reintegration forms generated as a result. The goal is to have 5 formal MOUs by June 2011

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
Host annual CalVet Women Veterans Conference	Annual	<input type="checkbox"/>
Assess and track benefit utilization by women and minority veterans and develop a plan to increase benefit utilization.	Initial tracking by March 2011	<input type="checkbox"/>
Collaborate with regional coordinators of the 9 state wide collaboratives to host quarterly forums for the dissemination of updated information on benefits and services	2 per quarter starting 2 <sup>nd</sup> qtr.	<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

**Division:** Native American Veterans Affairs

**Strategy:** Foster collaboration and improved communication with Native Americans.

<b>Objective Statement:</b> Reach 25% of all Native American tribes in California
<b>Projected Date for Completing Objective:</b> September 30, 2014
<b>How will success/completion be determined (what are the metrics)?</b> <ul style="list-style-type: none"> <li>Number of Native American Veterans who complete the Reintegration Form</li> <li>Publish the "California Drum Beat" newsletter bi-annually</li> </ul>

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
Develop a database of Native American Veterans' contact information	Ongoing	<input type="checkbox"/>
Set up a tool to sign in	7/30/10	<input type="checkbox"/>
Have a sign up date event	9/30/10	<input type="checkbox"/>
Develop form to count Native American Veterans	6/30/10	<input type="checkbox"/>
Ask for rosters of Native American Vet Organizations in the state	Ongoing	<input type="checkbox"/>
Create and distribute a "California Drum Beat" newsletter for Native Am. Vets	9/30/11	<input type="checkbox"/>
Research information for newsletter	2/1/11	<input type="checkbox"/>
Publish twice a year	9/30/10	<input type="checkbox"/>
Find image of a drum for the cover of the newsletter	8/30/10	<input type="checkbox"/>
Establish a committee to help with the publication bi-annually	7/30/10	<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

**Division:** Native American Veterans Affairs

**Strategy:** Expand outreach activities to Native American veterans, their families, and dependents.

<b>Objective Statement:</b> Establish relationships with all tribes in California by 2015
<b>Projected Date for Completing Objective:</b> 2015
<b>How will success/completion be determined (what are the metrics)?</b> Establish MOU's with 25% of all Indian Health Services, Urban Health Care Centers, and casinos.

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
Outreach as needed - Pow Wow	9/30/10	<input type="checkbox"/>
Native Gatherings	12/30/10	<input type="checkbox"/>
Outreach to three areas of California:	4/30/12	<input type="checkbox"/>
Northern	8/30/11	<input type="checkbox"/>
Central	8/30/12	<input type="checkbox"/>
Southern	8/30/13	<input type="checkbox"/>
Facilitate communication between the VA hospitals and the Indian Health Services (IHS) and Urban Health Care Centers	Ongoing	<input type="checkbox"/>
Contact Leadership at IHS to help identify Indian vets in clinics	12/30/10	<input type="checkbox"/>
Contact Urban Leadership	9/30/10	<input type="checkbox"/>
Contact VA Hospital Leadership	4/30/11	<input type="checkbox"/>
Implement VHA/IHS collaborations to develop MOUs with IHS Area Offices	6/30/12	<input type="checkbox"/>
Meet with IHS Leadership	6/30/10	<input type="checkbox"/>
Meet with Leadership of Urban Health	6/30/10	<input type="checkbox"/>
Visit IHS and Urban Clinics	7/30/10	<input type="checkbox"/>
Visit VA Hospitals	8/30/10	<input type="checkbox"/>
Visit CDVA Homes	9/30/11	<input type="checkbox"/>
Develop Partnerships with Casinos	Ongoing	<input type="checkbox"/>
Contact all casinos in the state	9/30/10	<input type="checkbox"/>
Ask for donation for foundation to help outreach to Indian veterans	10/30/12	<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

**Division:** Native American Veterans Affairs

**Strategy:** Enhance leadership role to advocate for and provide benefits for Native Americans.

**Objective Statement:** Increase the percentage of Native American veterans in California who receive USDVA compensation and benefits to at least the California average by 2011-12, using 2010-11 as a baseline.

**Projected Date for Completing Objective:** 2012

**How will success/completion be determined (what are the metrics)?**

- Increase in the percentage of Native American veterans in California who receive USDVA compensation and benefits to at least the California average by 2011-12, using 2010-11 as a baseline.
- Number of reintegration forms completed, identifying the veteran as Native American
- Establishing three TVR positions for CDVA.

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
Establish a group of volunteers who can help Native Americans with veterans benefits claims.	Ongoing	<input type="checkbox"/>
Obtain funding for outreach	7/30/11	<input type="checkbox"/>
Secure three people from Americorps Volunteers	6/30/11	<input type="checkbox"/>
Find office space	12/30/10	<input type="checkbox"/>
Look into workstudy positions	9/30/10	<input type="checkbox"/>
Look into grants	10/10/10	<input type="checkbox"/>
Establish policies and procedures	10/30/11	<input type="checkbox"/>
Establish a Tribal Veteran Representative (TVR) program for California	6/30/11	<input type="checkbox"/>
Set up volunteers at first	9/30/10	<input type="checkbox"/>
Find a Qualified Indian Vet	12/30/10	<input type="checkbox"/>
Find office space	6/30/10	<input type="checkbox"/>
Network with VSO and Ted	10/30/10	<input type="checkbox"/>
Attend VSO Conference	7/30/10	<input type="checkbox"/>
Attend VA Service Officer TRG	6/30/11	<input type="checkbox"/>
Attend Organization Meetings and Tribes	9/30/11	<input type="checkbox"/>
Find Funding		<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

**Division:** Native American Veterans Affairs

**Strategy:** Enhance leadership role to advocate for and provide benefits

<b>Objective Statement:</b> Increase the benefits offered to fulfill California Native American Veterans' needs.
<b>Projected Date for Completing Objective:</b> Ongoing
<b>How will success/completion be determined (what are the metrics)?</b> <ul style="list-style-type: none"> <li>Increase in the number of benefits offered to Native American Veterans in California</li> <li>Number of stories collected by the Warrior Project.</li> </ul>

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
Evaluate the needs of California Native American Veterans, which addresses veterans' current and future needs: e.g., health, housing, employment, education, psychological, spiritual, mental health, family, etc.	2012	<input type="checkbox"/>
Evaluate whether USDVA will cover Traditional Healing methods more widely used by the Native American community	2012	<input type="checkbox"/>
Establish a California Native American Veterans Cemetery		<input type="checkbox"/>
Meet with Tribal members of the Yurok tribe	5/30/11	<input type="checkbox"/>
Meet with cemetery leadership CDVA and VA on grant procedures	6/30/11	<input type="checkbox"/>
Pick a site for the cemetery	9/30/11	<input type="checkbox"/>
Begin process for capital outlay planning	12/30/11	<input type="checkbox"/>
Get California involved in the US Native Warrior Project to honor not only the individuals represented in the project but the native nations that supported them.	6/30/11	<input type="checkbox"/>
Attend Indian Veterans Organization meetings to speak about this project	6/10/11	<input type="checkbox"/>
Visit all tribes in California	6/30/12	<input type="checkbox"/>
Visit Indian Organizations in California	7/30/10	<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

**CDVA IMPLEMENTATION PLAN  
PLANS OF ACTION**

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**VETERANS HOMES DIVISIONS  
STRATEGIC PLAN UPDATE  
AS OF JUNE 2010**



# **INDEX**

## **STRATEGIC PLANS OF ACTION**

### **FOR HOMES DIVISION INITIATIVES**

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#### **Primary Goal**

**The Homes Division will achieve a Centers for Medicare and Medicaid Services (CMS) Five-Star quality rating by 2014 for all Veterans Homes (for Homes with SNF / ICF), and improve current rating by at least one level by 2011.**

#### **1. Policy Alignment**

1.0 Policies and Processes

#### **2. Process Alignment**

2.0 MDS, RUGS and Coding

2.1 Admissions

2.2 e-Forms and e-processes for Ew-VHIS

#### **3. Program and Practice Development, Alignment and Validation**

3.0 Develop, Align and Validate Best Programs and Practices

#### **4. Clinical-Reimbursement Cycle**

4.0 Improve and Standardize Reimbursement Cycle Processes

#### **5. Staffing and Productivity**

5.0 Standardize Staffing and Productivity

#### **6. Education**

6.0 Align Content, Delivery and Validate Results

#### **7. Information Integrity**

7.0 Information Integrity and Value

7.1 HIPAA

# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

# 1.0

**Division:** Veterans Homes

**Strategy:**

**Policy Alignment:** Develop and align policies into a system that will facilitate Five-Star quality health care. Develop an audit program to validate policy compliance.

**Owner:** Carol Sindorf

**Objective Statement:**

1. Develop Homes-wide Policy Committee.
2. Standardize the process all Homes utilize to convert policies from paper to an electronic format.
3. Standardize and centralize the process all Homes use to development, review and approve policies.
4. Develop an audit system that will verify policy compliance using peer review, automated processes and regular Home's reporting.

**Projected Date for Completing Objective:** 7-1-2013

**How will success/completion be determined (what are the metrics)?**

1. All Homes will utilize one process to develop, review and approve policies, which will be coordinated and managed through HQ.
2. All Homes will utilize a standardized electronic format for policy development, review, change and compliance validation.
3. Through policy committee review, Homes-to-HQ weekly reports and Policy Tech (PT) reports, compliance will be validated.

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed
Each Home will detail their current policy process structure, by department.	09-2010	<input type="checkbox"/>
Active Directory will be aligned Homes-wide, by department, then by position, for existing and new staff.	12-2010	<input type="checkbox"/>
Input all current policies into the PT electronic storage system.	07-2012	<input type="checkbox"/>
All policies to be transitioned to the standardized format and content over time during regular policy review and revision.	01-2013	<input type="checkbox"/>
Audit and reporting process will be utilized to verify compliance.	07-2013	<input type="checkbox"/>
		<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

**Previously:**

- Policy Tech software is in use by core policy group.
- Homes Division added the Redding Administrator to chair the Homes Wide Policy Committee-started.
- Policy format has been standardized—education and alignment continuing.
- Defined Homes to HQ reporting requirements into policy.

**Currently in process:**

- The policy committee charter, a policy for policies, standardizing general process flow and policy priorities are being developed, standardizing the electronic Outlook Active Directory—this will eventually allow full automation for policy review and approval.
- Policy work still focuses on GLAVC and RCFE policies. In addition, the operations group is being utilized to facilitate processing policies Homes-wide. This process has allowed policies to be processed so that each Administrator can have the opportunity for input prior to final approval.
- Continue to add educational / tutorial material to PT for reference for any staff.

**Future goals:**

- It is anticipated that the Homes will retain some independent policy process for up to two years.
- ISD will have a PT link on all computers.
- Policy review processes will be entirely automated in PT.

# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

**# 2.0**

**Strategy:**

**Process Alignment:** Redesign and standardize **MDS** processes to maximize efficiency and effectiveness and to meet regulatory, safety, and pay-for-performance standards and to ensure value and resident satisfaction.

**Owner:** Katrina Ferguson

<b>Objective Statement:</b> Standardize the 1) MDS process, and 2) MDS coding in all Homes.
<b>Projected Date for Completing Objective:</b> 12/2012
<b>How will success/completion be determined (what are the metrics)?</b>  1. All MDS participants will receive MDS training and pass a competency test. 2. All MDS staff will be able to electronically submit data and pass supervisory oversight. 3. QI/QM data comparatives will be monitored by the Best Practices Subcommittee. 4. Billing and clinical staff will be cross trained and able to check each other's processes.

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Complete ?
Facilitate coding education and implement standardized coding processes.	10/2010	<input type="checkbox"/>
Implement standardized process following transition from MDS 2.0 to 3.0 and RUGS III to RUGS IV. Implement MDS competency testing.	10/2011	<input type="checkbox"/>
Achieve standardized MDS coding processes in all eight Homes and validate performance through regular peer review audits. Ensure that MDS processes are integrated with Ew-VHIS technology solutions.	12/2012	<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

Organized BPSC subcommittee to help track, and standardize identified MDS coding variance. Organized EW MDS 3.0 training. Identified process and coding variances (all MDS sections). MDS 3.0 training has expanded to include involved service chiefs—still more training to follow. Complete MDS process standardization is dependant on the designation of additional MDS Nurses/Coordinators at Yountville and Barstow. Once these positions are in place all MDS Nurse/Coordinators at all Homes will require training on the new RAI, MDS 3.0, CATS and RUGS IV processes. Yountville has added two MDS nurses, but will need minimally three more before 3.0 implementation. Also, the Barstow Home is continuing to increase SNF census and only has one MDS nurse. She will not be able to maintain timely completion and submissions as the census increases and 3.0 is implemented. Currently the CMS timeline states 3.0 RAI process and RUGS IV implementation will be 10/2010. The CMS training and implementation timelines are on track for the MDS but the RUG IV implementation will not be implemented until 10/2011.
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# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

# 2.1

**Strategy:**

**Process Alignment:** Redesign and standardize admission's processes to maximize efficiency and effectiveness and to meet regulatory standards and to ensure value and resident / customer satisfaction.

**Owner:** Isa Baca

**Objective Statement:**

1. Develop and standardize a fair and efficient resident admission process and implement Homes-wide.
2. Develop and implement standard manual and electronic admissions data audit reports.

**Projected Date for Completing Objective:** December, 2012

**How will success/completion be determined (what are the metrics)?**

1. All Homes will utilize the same admission process.
2. Employees working with admission process will demonstrate a thorough knowledge of the admissions process and pass an admissions competency test.
3. A screening questionnaire will be developed to assess applicant's satisfaction with the admissions process.

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed ?
Develop admissions automated audit reports.	10-2010	<input type="checkbox"/>
Develop automated application form.	12-2010	<input type="checkbox"/>
Develop electronic scanning & filing capabilities at each home.	06-2011	<input type="checkbox"/>
Develop employee tests to ensure consistent and validated admissions process in all eight homes.	12-2012	<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

Developed admissions tracking database.  
 Piloted use of database and implemented in all Homes. Working to improve consistency through training. Admissions staff training and performance validation will continue. The admissions tracking system needs further modification, which is pending ISD prioritization, and, as a result, the Homes are still maintaining dual admission tracking systems.  
 The admissions team now meets monthly to review admission's issues and for further training and performance validation.

# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

# 2.2

**Strategy:**

**Process Alignment:** Redesign and standardize forms processes to maximize efficiency and effectiveness and to meet regulatory, safety, and pay-for-performance standards and to ensure value and resident satisfaction.

**Owner:** Katrina Ferguson

**Objective Statement:**

1. Develop and standardize the forms and the order of filing forms in all Homes.
2. Wherever possible, simplify and reduce the number of forms; link forms to essential workflow; improve form usability; eliminate all non-essential data elements and duplication.

**Projected Date for Completing Objective:** 12/2012

**How will success/completion be determined (what are the metrics)?**

Manual and electronic peer review audits will validate form standardization, form filing standardization, assess ease of use, user compliance and form data quality.

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed ?	Completed ?
Develop standing committee that will review/approve all new forms for Homes-wide use.	07/2010	Started, but waiting for Ew-VHIS vendor
Identify forms variance and vendor standards.	12/2010	<input type="checkbox"/>
Analyze forms variance and determine common data elements to be combined into a standardized format either manual or electronic.	02/2011	<input type="checkbox"/>
Align paper and electronic forms prior to Ew-VHIS implementation.	09/2011	<input type="checkbox"/>
Standardize forms and form filing in all eight homes.	12/2012	<input type="checkbox"/>
Validate form use compliance and form (filled in) data quality	06/2013	<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

The transitional Business Process Reengineering (BPR) committee is starting to address the form standardization processes. This committee links Homes Division with the Ew-VHIS team. The standardization of forms will be an ongoing process, which will be partly dependent upon an effective implementation of the new EW-VHIS, as well as, adequate oversight processes and resources to maintain forms alignment. The EW-VHIS is nearing the end of the vendor evaluation / selection phase. Once the vendor is selected, a review of their documentation tools will be reviewed and assessed for standardized implementation.

# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

#### # 3.0

##### Strategy:

Develop, Align and Manage **Best Programs and Practices** and Validate their Effectiveness to ensure that anticipated benefits in patient care are realized.

Owners: Cheryl Franz, Jean Ismail, Lynn Scott

**Objective Statement:** The Homes Division will maintain, develop and align high-benefit-and-quality programs and practices to meet the needs of the residents, fulfill regulatory requirements and, in licensed care, achieve Five-Star quality ratings.

**Projected Date for Completing Objective:** January 2013 and ongoing

**How will success/completion be determined (what are the metrics)?** Measurements for success will include tracking and comparing licensing survey success or deficiencies, star ratings (achieve a minimum of 4 stars in each of 6 homes with SNF/ICF by 2014), quality / best practice program measure, standards compliance and peer review audits, maintaining staffing standards, performing fiscal impact assessments to measure comparative program cost efficiency and analyzing resident satisfaction survey scores. Areas that need correction will be addressed by management, QA and linked back to education.

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed ?
Define the specific metrics for CDVA's culture change initiative.	10-2010	<input type="checkbox"/>
Define potential programs and productivity models for program staffing.	12-2010	<input type="checkbox"/>
Implement operational Governing Body for all Homes for program oversight	12-2010	<input type="checkbox"/>
Develop standard peer review / survey preparation teams in each Home that will perform an internal survey and report results once each year. This has been delayed due to budget / staff constraints and opening new Homes	02-2011 03-2011	<input type="checkbox"/>
Define staffing standards and draft BCP to align staffing in the homes.	07-2012	<input type="checkbox"/>
Standardize program policies and procedures prior to opening the Fresno and Redding Homes.	10-2012	<input type="checkbox"/>
Standardize program review and analysis through automated quality data collection.	01-2013	<input type="checkbox"/>
Continue to evaluate need for program modification and new program development.	Ongoing	<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

- Established Best Practices Committee.
- Continue to coordinate standards compliance employees and reports.
- Established Homes Operations Group meetings to link the Homes for program assessment.
- Implemented a trial peer review team to assess challenges and readiness—survey Barstow.
- Established a policy committee to review policy's that will drive program operations.
- The Homes are providing weekly and monthly progress reports.
- Implementing new Homes-to-HQ reporting policy.
- Operations Group meetings are starting to produce program alignment in policies, education and in

admissions.

- Developing a Homes-Wide Governing Body for the continuity of programs, plans and authority.
- Education on culture change is ongoing as a foundation element for program development.
- NP practice standards are being implemented in GLAVC—which could be used to improve care in all Homes.
- Developing standards and tools for internal peer review processes.



# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

# 4.0

**Strategy:** **Standardize reimbursement processes** (charges, coding, billing, denial follow-up, electronic processes, reporting, analysis, etc). Capture all appropriate reimbursements from Medicare, Medi-Cal, VA, private insurance, etc. Validate electronic processes. Maximize programs and outside medical contracts for value and benefits to residents.

**Owner:** Ed Bielski

**Objective Statement:** All Homes will follow accurate, uniform practices and procedures for medical billing and reimbursement.

**Projected Date for Completing Objective:** January 2014

**How will success/completion be determined (what are the metrics)?** Monitor and analyze problem areas and deficiencies, review: periodic reports, charging reports, denial reports; Aged Cash Reports, Payer Mix Report, also analyze by payer, facility, level of care, Patient Per day (ppd) cost and reimbursement by Home and level of care. Evaluate: Chargemaster Updates, Third Party Billing, Per Diem, CALSTARS Reports deficiencies. Goal: Improve reimbursements by 10% in 10/11 over 11/12.

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
Prepare and review delinquent fee reports and take appropriate action to rectify	Monthly	started
Conduct Training/Workshops on Insurance Basics and Revenue Enhancement in each Home	Quarterly	started
Prepare Profit/loss Analysis Annually	8-2010	started
Develop policies and procedures to maximize Medi-Cal and Dual Eligibility enrollment in order to save the Homes premium costs	12-2010	<input type="checkbox"/>
Develop Uniform Pharmacy Billing system wide	07-2011	<input type="checkbox"/>
Implement Third Party Insurer contracting for services provided at the Veterans Homes	01-2012	<input type="checkbox"/>
Maximize VA per diem payments by increasing number of > 70% SC connected Veterans in the Homes	07-2012	<input type="checkbox"/>
Complete standardization of all Billing Practices	01-2014	<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

- Prepare monthly revenue trend reports.
- Recouped \$5.7 million in retro per diem payments from the VA.
- Completed draft of Evidence of Resident Coverage for all Veterans Homes. This will begin the process of creating a standard resident benefit package for all Homes.
- Resolved Medicare/Medi-Cal NPI/Billing issue resulting in liens being dropped against the Department; resumed positive remittance and recoupment of funds in excess of the amount

originally owed.

- Drafted resident fee policy; set process in motion for recoupment of delinquent member fees.
- Provide onsite training on Part A billing and restarted Barstow's billing cycle.
- Starting monthly revenue billing cycle meetings in August.
- Starting a process to implement Medicare part D and private insurance billing for medications at Yountville.
- Starting a process to eventually implement system-wide pharmacy billing
- Set goal to increase revenue by 10% in FY 10/11
- Ensure BPR and estate recovery and medical billing flows function in Ew-VHIS.

# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

# 5.0

**Strategy:**

**Staffing and Productivity Analysis:** Define staffing, productivity and patient/resident acuity standards. Develop audit controls to ensure that employees and departments meet the standards and stay cost effective.

**Owner:** Cheryl Franzi / Greg Harless

**Objective Statement:**

Assess current CDVA staffing, productivity and resident acuity standards and compare these standards with community standards. Based on this assessment, develop standards which will be applied to the Homes.

Develop and implement control features (e.g., computer assisted staffing modules, acuity measurement tools).

**Projected Date for Completing Objective:** June 2012.

**How will success/completion be determined (what are the metrics)?**

Agreement and publication of Homes-wide standards, specific to departments.

Ability to identify and rebalance staffing and productivity variances from standards within a timely manner.

**Plan of Action**

What interim steps are necessary to implement/reach objective?	Timeline	
	When will the step be completed?	Completed ?
Implement nurse scheduling software—pilot at Yountville	09-2010	<input type="checkbox"/>
Define current staffing by classification and level of care for each of 6 homes	12-2010	<input type="checkbox"/>
Define level of care parameters by resident function	07-2011	<input type="checkbox"/>
Get agreement on level of care parameters by all stake holders (from admissions staff, rehab staff to physicians)	09-2011	<input type="checkbox"/>
Research staffing program for long term care in prisons of the State of California	10-2011	<input type="checkbox"/>
Research staffing program for residential care provided to developmentally disabled adults in the State of California	11-2011	<input type="checkbox"/>
Research staffing productivity tools common to the industry for feasibility of use in a continuing care community	12-2011	<input type="checkbox"/>
Identify regulation that informs requirements for staff by type and quantity to level of care	02-2012	<input type="checkbox"/>
Identify industry standard that informs requirement for staff by type and quantity to level of care	02-2012	<input type="checkbox"/>
Define productivity for staffing to workload and to resident acuity.	03-2012	<input type="checkbox"/>
Develop tools and audit controls for staffing standards and productivity.	04-2012	<input type="checkbox"/>
Develop BCP to align staffing standards.	06-2012	<input type="checkbox"/>
Implement controls and develop reports.	07-2013	<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

- Provided the training for implementing nurse staffing software in Yountville.
- Defining the staffing / program variance between the homes (25% complete) to start to improve staffing decisions and alignment.
- Developed a quarterly SNF staffing ratio report.
- Piloting the nurse staffing software in Yountville and then implement in the other Homes.
- Starting on staffing and program variance analysis.
- Will develop tools for the mock survey team to survey staff and observationally assess staffing productivity.

# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

# 6.0

**Strategy:**

**Standardize Education:** Develop and implement enterprise-wide standards for education content, delivery, and learning. Validate the results.

**Owner:** Greg Harless

**Objective Statement:**

Reorganized education as a Homes-wide, technology-assisted program with greater employee access to knowledge and skill development opportunities. This will include:

- Curriculum standards will be established for all job classifications.
- Staff at all Homes will be aware of, and in compliance with, all training required by regulations.
- Fully implement on-line computer assisted education program (Silverchair) in all Homes. Full implementation includes:
  - Full development of comprehensive library of on-line and classroom courses.
  - Electronic tracking of all computer and classroom based education.

**Projected Date for Completing Objective:** January 2013

**How will success/completion be determined (what are the metrics)?**

- There will be no deficiencies/citations from regulatory agencies related to staff training.
- Silverchair will be used by all employees.
- 90% of all employees will routinely complete monthly on-line classes as assigned.
- Performance metrics (80% correct response to pass each course).
- Supervisors will use annual job performance reviews to assess past coursework and future training needs.
- Each Home and department will track/document all educational offerings. Program reports will be evaluated by Homes and HQ management to determine course completion percentage, training effectiveness / benefits (survey and QA success), training gaps, time and resource allocation and costs.

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed ?
Monitor/report compliance with mandatory training (minimally accepted 90% compliance by Home).	09/2010	Partial
Define baseline educational program performances at each Home and set goals.	11/2010	<input type="checkbox"/>
Develop a standard training calendar that meets all training requirements for all Homes.	01/2011	<input type="checkbox"/>

Link education to MDS data and quality reports.	09/2011	<input type="checkbox"/>
Incorporate Ew-VHIS training into Silverchair.	01/2012	<input type="checkbox"/>
Demonstrate test competencies for CDVA clinical staff.	12/2012	<input type="checkbox"/>
All educational offerings will be documented utilizing Silverchair	01/2013	<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

- Starting 07-01-2010, the education leads at each Home report to HQ. The goal will be to improve education standards across the Homes and to leverage training resources.
- Silverchair has been implemented in all Homes with monthly reports available for review.
- Course compliance percentages are still below 90%, in part, to computer access issues for many staff—working to develop training areas to overcome this obstacle.
- Educators are being trained on how to develop class for inclusion in Silverchair library.
- Developing EW-Education annual calendar of mandatory classes to be given via computer assisted education program.
- Standardized reporting of compliance has been implemented. Will continue to work with administrative staff to obtain compliance.
- Multiple meetings of the EW-Education Group have resulted in the creation of an education draft of required system training. Awaiting a final format of the draft. When complete it will be forwarded to all staff for further refinement.
- Silverchair on-line training calendar created for calendar year 2010 and being utilized by all Homes.

# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

**# 7.0**

**Strategy:**

**Information Integrity:** Develop audit controls to ensure that essential system-wide information (electronic and hardcopy) is accurate, verifiable, meaningful and appropriately accessible and helps to improve the quality of care and to achieve the Five-Stars CMS rating.

**Owner:** Lynn Scott

**Objective Statements:**

- 1) Develop and track metrics that identify opportunities to improve quality of care/services.
- 2) Develop a process that employs subject matter experts in health care and reimbursement processes, quality improvement and policy and education to collect and analyze data, develop plans of improvement, and monitor success of newly implemented interventions. Specific staff will be assigned as "team leads" for specific subjects under evaluation.
- 3) Develop metrics and procedures to validate Homes-wide information integrity and link gaps back to education.
- 4) Identify and measure performance improvement that results from improved information integrity.

**Projected Date for Completing Objective:** June 30, 2012

**How will success/completion be determined (what are the metrics)?**

Completion of an "Information Audit Control Program" procedure manual, audit processes and audit teams by 06/30/2012. This will be part of peer review; it will establish and assess metrics on the integrity and standardization of:

- 1) Clinical documentation and coding.
- 2) The availability of monthly clinical reimbursements tracking reports—includes reimbursement feedback to clinical staff.
- 3) Monthly best practices and program reports.
- 4) The availability and usefulness of clinical and management reports on information integrity.

Outcome measures related to changes in procedures, efficiency, reimbursements and report accuracy will be tracked as changes are made to identify possible opportunities for further improvement.

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed ?
Each manager will develop an initiative work group between HQ and the Homes to focus on developing specific audit controls. The managers will report to the operations group. Areas to include: policy, process alignment, best practices and programs, reimbursements and revenue, staffing and productivity and education.	10-2010	partial
Each manager will work with their group to develop their chapter of the Information Audit Control manual and the specific audit processes.	12-2010	<input type="checkbox"/>
Audit managers will work with Ew-VHIS team to, as far as possible, incorporate and automate audit controls into the information system.	03-2011	<input type="checkbox"/>

The manual will be reviewed and approved by the Operations Group.	06-2011	<input type="checkbox"/>
The audit and control processes will be evaluated over 12 months and modified as needed. Statistical reports will be developed and directly derived from actual workflow and documentation.	03-2012	<input type="checkbox"/>
The reports will focus on opportunities for improvement and will be integrated into educational processes and quality programs to ensure Five Star quality of patient / resident care.	06-2012	<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

Implemented the "Homes Operations Group" management committee. AGPA has been hired who will help coordinate and track progress on the Homes Division's strategic initiatives and audit processes (this has been delayed; the AGPA is out on WC).

All strategic initiatives have been assigned to the respective HQ managers.

Working to ensure that, as the Ew-VHIS is developed and implemented, systems and resources will in place to assess and ensure data accuracy, information integrity, develop reports and management knowledge, which will lead to successful decisions and actions.



# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

# 7.1

**Strategy:**

**Division Information Integrity:** Develop audit controls to ensure that essential system-wide information (electronic and hardcopy) is accurate, verifiable, meaningful and appropriately accessible and helps to improve the quality of care and to achieve the Five-Stars CMS rating.

**Owner:** Venus Andrade

**Objective Statement:**

Maintain full HIPAA Compliance

1. Have in place internal, set of policies and procedures, standardized training and a mechanism to monitor compliance.
2. Protect resident's/veterans medical records and other personal, sensitive and confidential information. Promote HIPAA Awareness; standardize policies and procedures to meet regulatory, new federal & state laws.
3. Implement an enterprise-wide privacy & security training program in Silverchair.
4. Have a fully functional and informative HIPAA web site.
5. Maintain security and access while in transition to a paperless electronic health record environment.

**Projected Date for Completing Objective:** 07-2013

**How will success/completion be determined (what are the metrics)?**

1. Survey success—free of HIPAA violations.
2. HIPAA Compliance Officer performs onsite security assessment at each Home at least annually.
3. Annual CalOHII Audits—with a follow up compliance report.
4. Each Home will track/document all HIPAA training in Silverchair. HQ will review master training logs for compliance.
5. Provide Annual HIPAA Progress Report to Administration- Deputy Secretary and Assistant Deputy Secretary, Veterans Homes, and Deputy Secretary, Administration.
6. Quarterly consult with Deputy Secretary, Legal Affairs to review significant Privacy Law or Regulation changes.
7. Verify compliance with quarterly video conf. with CalOHII, HQ and the Homes HIPAA Team members to address concerns, breaches, policy, regs, and new privacy/security legislation.

**Plan of Action**

**Timeline**

**Progress**

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
Develop a five year plan to address additional Federal HIPAA requirements over the next five years. Address the changes the HITECH Act made to the HIPAA Privacy and Security Rules	09-2010	ongoing
<ul style="list-style-type: none"> <li>o expand BA contract language to reflect new HITECH Act privacy &amp; security provisions</li> </ul>	11-2010	<input type="checkbox"/>

<ul style="list-style-type: none"> <li>o enforcement provisions</li> <li>o new federal breach reporting requirements</li> <li>o privacy requirements-accounting for treatment, payment &amp; health care operations</li> <li>o meaningful use of electronic health records provisions of the HITECH Act</li> </ul>		
Include all new HIPAA security policies into policy-tech.	09-2010	<input type="checkbox"/>
Train all staff at HQ and satellite offices using CDVA computer based HIPAA training tool. I track all training and send out certificates.	12-2010	<input type="checkbox"/>
CalPSAB Committee to review policies and guidance for: <ul style="list-style-type: none"> <li>o Governing Entity and the ARRA Funding Opportunity Application (FOA)</li> <li>o California's draft of the Health Information Exchange (HIE) Operational Plan.</li> <li>o HITECH and Business Associates</li> <li>o Breach Response Plans</li> <li>o Breach Notification – Complying with multiple different requirements.</li> </ul>	01-2011	<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

All HIPAA training at the VHC's is available in Silverchair. Home's compliance is being tracked (currently at 63% compliance) and reports are available for OHII audit. Working to develop the legal Chart of Record for RCFE, DOM and SNF.

Standardized HIPAA policies and procedures to meet regulatory, new federal & state laws.

Improving HIPAA web site and continue training.

Red Flags issue has been researched with Legal and resolved. The rule only pertains to financial institutions or healthcare providers that require payment at time of service.

Business Associate- existing contract language are being reviewed and developed by CalOHII policy review team.

Working with the CalOHII Privacy Task Group- A Statewide effort to define how health care providers can demonstrate "meaningful use" of electronic health records, as well as the final rule on EHR standards and certification criteria, 5010, HITECH, PPACA, ICD-10, etc.

Resident's medical records and other personal and confidential information are, to date, successfully being protected.

HIPAA compliance is monitored by onsite visit in all Homes.

**CDVA Business Plan  
Plans of Action**

**Farm and Home Loan Division  
2010/2011 – 2014/2015**

# California Department of Veterans Affairs Strategic Goals Implementation Plan Worksheet

**Division:** Farm and Home Purchases

**Managers responsible:** George Flores, Ron Brand

**Strategy:** Increase overall market share in area of veterans loans

**Working Title:** Marketing

**Objective Statement:** Increase loan portfolio through marketing, turn times, and retention.

**Projected Date for Completing Objective:** June 2011

**How will success/completion be determined (what are the metrics)?**

- Increase Awareness of the Program by maintaining and expanding marketing
- Utilization of the program by veterans will increase by 10%
- Industry partners will recommend CalVet Home Loans to their veterans clients

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
1) Continue the program of personal contacts through phone calls, and attendance and participating in industry and veterans events	Monthly	<input type="checkbox"/>
2) Continue to purchase, develop, distribute and publish advertisements in support of loan products	Monthly	<input type="checkbox"/>
3) Generate Free Media stories and press	Monthly	<input type="checkbox"/>
4) Utilize customer survey tool to improve awareness and customer service. Survey's to be used to provide feedback from all CalVet's customers. Customers include Veteran's, Brokers, Real Estate Agents and other agencies who can help promote the CalVet loan programs.	Ongoing	<input type="checkbox"/>
5) Monitor federal legislation regarding 25 year limit – HR 2319	Ongoing	<input type="checkbox"/>
6) Work with Operation Welcome Home to educate veterans regarding the loan program	January 1, 2010	<input checked="" type="checkbox"/>
7) Design comparison chart for prospective borrowers comparing the loan programs along with traditional Conventional financing to highlight the benefits of our programs.	March 1, 2010	<input checked="" type="checkbox"/>
8) Contract backup printer for ongoing print needs not covered by State Printer. Documentation is critical to the mission of serving our customers. Printed information must be delivered in a timely manner when dealing with changes to our programs and guidelines. We need the ability to provide this documentation when the State Printer cannot meet our deadlines.	February 2011	<input type="checkbox"/>
9) Create and maintain databases of target markets/industry partners (Veterans, Realtors, Brokers and other Real Estate Professionals)	June 2011	<input type="checkbox"/>
10) Revise and re-launch the On-line application process	June 2011	<input type="checkbox"/>
11) Improve and correct the CalVet Home Loan Website. To be rolled out in conjunction with the new Mitas processing system in 2011.	December 2011	<input type="checkbox"/>
12) Implement a social media program	(delayed)	<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

Media Program delayed until Department determines format.

# California Department of Veterans Affairs Strategic Goals Implementation Plan Worksheet

**Division:** Farm and Home Purchases

**Managers responsible:** George Flores, Gary Bonin, Rita Almanza, Linda Rose Gullion

**Strategy:** Increase overall market share in area of veterans loans

**Working Title:** Training and Procedure Development

<b>Objective Statement:</b> Increase loan portfolio through marketing, turn times, and retention.
<b>Projected Date for Completing Objective:</b> January 2011
<b>How will success/completion be determined (what are the metrics)?</b> <ul style="list-style-type: none"> <li>Standardization of current desk procedures that streamline processes</li> <li>Develop process to monitor and review staff performance</li> <li>Continue to centralize processes where efficiencies can be achieved.</li> </ul>

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
1) Train all staff in standardization processes	Ongoing	<input type="checkbox"/>
2) Create weekly reports for management and staff to monitor production and customer service. Implement weekly contact with customer.	October 2010	<input checked="" type="checkbox"/>
3) Develop standardize worksheets for Loan Processing Unit to standardize review process at each step in a file review.	December 2010	<input type="checkbox"/>
4) Standardize District Office and Central Loan Processing Unit desk procedures to processes to streamline and create efficiencies.	January 2011	<input type="checkbox"/>
5) Complete time study to develop policy on minimum standards for staff production	January 2011	<input type="checkbox"/>
6) Centralize Home Improvement Loans to Loan Processing Unit in Sacramento to improve quality and efficiency.	April 2011	<input type="checkbox"/>
7) Update and Standardize desk procedures for Home Improvement Loans	March 2011	<input type="checkbox"/>
8) Streamline technology updates. Develop monthly program for system updates to IT department. Updates to system to be rolled out prior to the following month. Create designated employees to submit and monitor the update process.	October 2012	<input type="checkbox"/>
9) Technology training on new processing system to be completed in phases. Beginning in Jan. 2011 Mitas to begin training user group, QC and Processing Managers on 2011 rollout. Original training and testing for new system to be provided by Mitas. Complete system rollout to all processing personnel to be completed by Jan. 2012. Trainers for 2012 rollout will be the testing user group, QC and processing Management.	January 2011 January 2012	

10) Standardized training on processing worksheets and procedure to be provided by Processing Managers. Training to begin with rollout of new worksheets for processing unit in Jan. 2011.	Ongoing	
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**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

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# California Department of Veterans Affairs Strategic Goals Implementation Plan Worksheet

**Division:** Farm and Home Purchases

**Managers responsible:** George Flores, District Office Managers

**Strategy:** Increase overall market share in area of veterans loans

**Working Title:** District Office "In-Reach"

<b>Objective Statement:</b> Increase loan portfolio through marketing, turn times, and retention.
<b>Projected Date for Completing Objective:</b> June 2012
<b>How will success/completion be determined (what are the metrics)?</b> <ul style="list-style-type: none"> <li>Retain Current Contract Holders</li> <li>Increase number of Home Loans and Home Improvement loans in the portfolio</li> <li>Loan portfolio will not drop below 10,000</li> </ul>

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
1) Servicing staff to refer all deed and demand payoff requests to the District Offices	September 30, 2010	<input type="checkbox"/>
2) District Offices to develop marketing plan to reach out to current contract holders to sell ancillary products and the home improvement loans on a weekly basis.	January 2011	<input type="checkbox"/>
3) Develop training program to be delivered Statewide to all District Offices to sell the fiscal soundness of the program to encourage CalVet contract holders to remain with the program. (Portfolio retention)	March 2011	<input type="checkbox"/>
4) Research and establish ancillary products adding value to loan product by end of fiscal year 2011/2012	2011/2012	<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

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# California Department of Veterans Affairs Strategic Goals Implementation Plan Worksheet

**Division:** Farm and Home Purchases

**Managers responsible:** *Eric Tiche, Bond Manager*

**Strategy:** Increase overall market share in area of veterans loans

**Working Title:** Bond Finance and Investment

**Objective Statement:** Maintain rates below market to increase loan portfolio

**Projected Date for Completing Objective:** Ongoing

**How will success/completion be determined (what are the metrics)?**

- Successful bond sales at rates lower than outside market loan rates.
- Warehousing of loans increases rate of return for monies not in new contracts vs. SMIF rate.
- Outside funding opportunities increase loan funding availability.
- New legislation improves overall program operations.
- Revenue or GO bond ratings are increased.

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
1) Review comparable sales	Weekly	<input type="checkbox"/>
2) Review Refunding opportunities	Monthly	<input type="checkbox"/>
3) Review new bond money issuance opportunities	Monthly	<input type="checkbox"/>
4) Provide data to rating agencies regarding portfolio/REO	Monthly	<input type="checkbox"/>
5) Maintain QMB reimbursement account funding	Monthly	<input type="checkbox"/>
6) Maintain QVMB reimbursement account funding	Monthly	<input type="checkbox"/>
7) Look into variable rate / swap opportunities	Quarterly	<input type="checkbox"/>
8) Update previous legislation	Semi-annually	<input type="checkbox"/>
9) Propose new legislation	Semi-annually	<input type="checkbox"/>
10) Perform rating agency presentations	Annually	<input type="checkbox"/>
11) Review outside liquidity provider opportunities	Fall 2010	<input type="checkbox"/>
12) Zero balance account legislation (GO payment method) <b>AB2651</b>	Fall 2010	<input checked="" type="checkbox"/>
13) Apply for PMIB loan	Fall 2010	<input type="checkbox"/>
14) Apply to CDLAC for Revenue funds	When needed	<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

No opportunities for swaps at this time.  
 Closed a bond sale on 6/29/10 including refunding and new money issuance  
 Received ratings upgrades from two of the three ratings agencies and the third may issue an upgrade soon.  
 Possible application to CDLAC in the Fall to go with other refunding opportunities.



# California Department of Veterans Affairs Strategic Goals Implementation Plan Worksheet

**Division:** Farm and Home Purchases

**Managers responsible:** George Flores, District Office Managers

**Strategy:** Increase overall market share in area of veterans loans

**Working Title:** District Office Efficiency

**Objective Statement:** Review District Office (DO) structure for volume/income stream to evaluate efficiencies.

**Projected Date for Completing Objective:** Spring 2011

**How will success/completion be determined (what are the metrics)?**

- Develop District Office Reports to Focus on gaps and training needs
- Relocate to District Office's Proper Locations to better serve Veteran populations

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
1) Develop comparison reports for all District Office's that consider the Veteran population in the DO's geographical area.	Monthly	<input type="checkbox"/>
2) Produce profitability reports for management review.	Monthly	<input type="checkbox"/>
3) Consolidate offices where feasible.	Dec 2010	<input type="checkbox"/>
4) Move offices to areas with largest Veteran populations.	Dec 2010	<input type="checkbox"/>
5) Require District Offices to provide weekly production and preapproval reports to the Supervising Property Agent in Sacramento.	February 2011	<input type="checkbox"/>
6) Right size office staffing. Reduce staffing to appropriate levels.	Spring 2011	<input type="checkbox"/>
7) Centralize management of district office. (Management for consistency to come from headquarters.)	Spring 2011	<input type="checkbox"/>
		<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

# California Department of Veterans Affairs Strategic Goals Implementation Plan Worksheet

**Division:** Farm and Home Purchases

**Managers responsible:** *Eric Tiche, Bond Manager*

**Strategy:** Increase overall market share in area of veterans loans

**Working Title:** New Program Opportunities

**Objective Statement:** Create additional loan programs to better serve California's veteran population by exploring the market for unique lending opportunities.

**Projected Date for Completing Objective:** June 2013

**How will success/completion be determined (what are the metrics)?**

- New loan programs in place
- Total loan portfolio increased across all programs

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
1) Develop Procedures for each program prior to implementation	Ongoing	<input type="checkbox"/>
2) Identify funding sources for different programs	Ongoing	<input type="checkbox"/>
3) Ensure appropriate legislation is enacted for appropriate programs	Ongoing	<input type="checkbox"/>
4) Outside loan Refinance capability – HR 2756	December 2011	<input type="checkbox"/>
5) Schedule roundtable discussions with CalVet upper management to discuss new product review and analysis process. To include all options for new product development.	December 2011	
6) Make contact and bring in subject matter experts to begin discussions on partnering with Industry Leaders for new product development.	March 2012	
7) Home Equity Line of Credit product. Look into partnership with credit industry. (Create favorable terms for Veterans)	June 2012	<input type="checkbox"/>
8) Research a Reverse Mortgage product for Veterans. (Partner with reverse mortgage industry)	June 2012	<input type="checkbox"/>
9) Owner occupied 4-plex legislation – AB2087	December 2012	<input type="checkbox"/>
10) Auto Loans – Partner with Auto industry. (Create favorable terms for Veterans)	June 2013	<input type="checkbox"/>
11) Multifamily housing	June 2013	<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

No progress in Washington on bill HR 2756

# California Department of Veterans Affairs Strategic Goals Implementation Plan Worksheet

**Division:** Farm and Home Purchases

**Managers responsible:** George Flores, District Office Managers

**Strategy:** Manage the program in a fiscally responsible manner

**Working Title:** Right Size Division

**Objective Statement:** Manage Operational and Administrative Expenses to make District Offices, Farm and Home Division, and support units more cost effective.

**Projected Date for Completing Objective:** December 31, 2011

**How will success/completion be determined (what are the metrics)?**

- Restructure the District Offices so they are More Cost Effective
- Staff will be appropriate to service loan needs of veterans population of that District
- Farm and Home Division Units are adequately "Right Sized".
- Farm and Home Support Units are adequately "Right Sized".

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
1) Hire marketing field representatives with experience in lending for work with District Offices.	(on hold)	<input type="checkbox"/>
2) Consider the use of Permanent Intermittent Time Staff at District Offices.	June 30, 2010	<input checked="" type="checkbox"/>
3) Outline specific requirements for production output as part of job requirement at each District Office.	January 1, 2011	<input type="checkbox"/>
4) Build reporting to monitor workflow to ensure appropriate time usage for each function within Farm and Home Division.	Spring 2011	<input type="checkbox"/>
5) Develop a formal staff share plan between Headquarters Units to cover critical functions when production is high to reduce need for extra staff inside Farm and Home Division.	Spring 2011	<input type="checkbox"/>
6) Create work flow analysis evaluation for each unit.	Spring 2011	<input type="checkbox"/>
7) Obtain complete District Office evaluations of staffing and experience levels to determine what offices and staff can support the centralized processing unit in times of high volume.	Summer 2011	<input type="checkbox"/>
8) Draft evaluation report outlining staffing levels and work flow based on evaluations.	Fall 2011	<input type="checkbox"/>
9) Submit final evaluation report to Finance Steering Committee for consideration and review.	December 31, 2011	<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

Use of Permanent Part Time Staff was deemed not feasible.

# California Department of Veterans Affairs Strategic Goals Implementation Plan Worksheet

**Division:** Farm and Home Purchases

**Managers responsible:** Rita Almanza, Bill Nolan

**Strategy:** Manage the program in a fiscally responsible manner

**Working Title:** REO/Foreclosure

**Objective Statement:** Reduce and control delinquencies and foreclosure inventory to levels below FHA, and at par with VA.

**Projected Date for Completing Objective:** Ongoing

**How will success/completion be determined (what are the metrics)?**

- Each quarter, compare the CalVet 30, 60 and 90 day lates and foreclosure/REO inventory against the data provided in the National Delinquency Survey provided quarterly by the Mortgage Bankers Association.
- Maintain delinquencies and foreclosure/REO inventory levels below FHA and at par with VA 9 out of 12 months rolling.

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
1) Maintain staffing levels at one Property Agent for every 90 accounts delinquent 60 days or more and one Property Agent for every 45 accounts in foreclosure/REO inventory. Also maintain Program Technicians at a level of one for every two Property Agents.	Ongoing	<input type="checkbox"/>
2) Develop a principal modification program for highest risk borrowers.	October 1, 2010	<input type="checkbox"/>
3) Integrate the VA HAMP program for the benefit of CalVet contract holders.	November 1, 2010	<input type="checkbox"/>
4) Enhance the 30 day delinquency call plan	November 1, 2010	<input type="checkbox"/>
5) Update Title 12 to eliminate the need for a newspaper advertisement and modify the bid period to decrease REO holding time.	January 1, 2011	<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

# California Department of Veterans Affairs Strategic Goals Implementation Plan Worksheet

**Division:** Farm and Home Purchases

**Managers responsible:** *Eric Tiche, Bond Manager*

**Strategy:** Manage the program in a fiscally responsible manner

**Working Title:** Cash Management

<b>Objective Statement:</b> Maintain Bond Portfolio to optimize arbitrage yield.
<b>Projected Date for Completing Objective:</b> Ongoing
<b>How will success/completion be determined (what are the metrics)?</b> <ul style="list-style-type: none"> <li>Debt service payments made promptly</li> <li>Excess revenues channeled into cash savings opportunities</li> </ul>

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
1) Calculate future debt service	Monthly	<input type="checkbox"/>
2) Transfer funds when necessary	Monthly	<input type="checkbox"/>
3) Cash management	Monthly	<input type="checkbox"/>
4) Look for savings opportunities such as bond calls and refundings	Quarterly	<input type="checkbox"/>
5) Actual loss reporting for arbitrage yield	Annually	<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

10/1/10 will be the last October debt service payment and all remaining debt service payments will be in June and December.  
Possible refunding in the Fall.  
Special redemption bond calls are anticipated on September 1, 2010.

# California Department of Veterans Affairs

## Strategic Goals Implementation Plan

### Worksheet

**Division:** Farm and Home Purchases

**Managers responsible:** Glen Rimbey, George Flores, Rita Almanza

**Strategy:** Manage the program in a fiscally responsible manner

**Working Title:** FHA Approval

<b>Objective Statement:</b> Obtain FHA approval and begin issuance of FHA backed mortgages
<b>Projected Date for Completing Objective:</b> Winter 2014
<b>How will success/completion be determined (what are the metrics)?</b> <ul style="list-style-type: none"> <li>CalVet offers FHA loan products to borrowers.</li> <li>Issuance of FHA CHUMS ID to CalVet Underwriters.</li> <li>Address borrower benefit issues in using FHA, VA, and CalVet Home Loans</li> <li>Establish program with industry partners to offer flexible pricing and compensation for CALVET programs.</li> <li>CalVet enters into the Direct Endorsement Pre-Closing Test Case process to obtain full and unconditional DE Approval</li> </ul>

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
1) Modify process and procedures based upon FHA Santa Ana HOC loan review findings	Ongoing	<input type="checkbox"/>
2) FHA introductory training (3 day class) from Santa Ana Homeownership center	June 2010	<input checked="" type="checkbox"/>
3) FHA approval of CalVet Contract of Sale	Fall 2010	<input type="checkbox"/>
4) Identify FHA underwriter, processor and closer candidates	Fall 2010	<input type="checkbox"/>
5) Obtain FHA underwriter, processor and closer training for candidates	Winter 2010/11	<input type="checkbox"/>
6) Obtain FHA CHUMS ID for FHA underwriting staff	Winter 2010/11	<input type="checkbox"/>
7) Begin 50 test case process for automatic approval status	Spring 2011	<input type="checkbox"/>
8) Begin marketing FHA program to industry partners	Spring 2011	<input type="checkbox"/>
9) Transition CV97 to a portfolio product used by exception or for business-based decisions	Fall 2011	<input type="checkbox"/>
10) Restructure main product offerings to FHA, VA, CalVet 80/20	Fall 2011	<input type="checkbox"/>
11) Create an FHA team to originate, process, underwrite and ship pre-closing packages	Winter 2011	<input type="checkbox"/>
12) Establish process and procedures within the division	Winter 2011	<input type="checkbox"/>
13) Complete required number of approved Pre-Closing Test Cases	2011/2012	<input type="checkbox"/>
14) Establish incentive program similar to a servicing-release premium or yield spread premium.	Winter 2014	<input type="checkbox"/>
15) Establish a rotation list of preferred partners on CalVet website.	Winter 2014	<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

Item 2 is going to be dropped, since the Feds have no budget for this training.  
 Item 3: the response from our Law Division to FHA is complete and will hopefully be sent this week.

# California Department of Veterans Affairs Strategic Goals Implementation Plan Worksheet

**Division:** Farm and Home Purchases

**Managers responsible:** Glen Rimbey, Janet Iwata

**Strategy:** Manage the program in a fiscally responsible manner

**Working Title:** Regulation and Legal Compliance

<b>Objective Statement:</b> Ensure compliance with Federal, State and Local Laws related to loan production
<b>Projected Date for Completing Objective:</b> Ongoing
<b>How will success/completion be determined (what are the metrics)?</b> <ul style="list-style-type: none"> <li>Issuance of periodic reports to Senior Management.</li> <li>On going credit policy communication throughout the Division</li> <li>Implementation of targeted training</li> <li>Successful registration in NMLS for SAFE Act Licensing Requirements</li> <li>Implementation of additional loan programs.</li> </ul>

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
1) Starting January 1, 2011, Monitor portfolio performance and loan activity trends then adjust credit policy to mitigate unnecessary risk.	Ongoing	<input checked="" type="checkbox"/>
2) Design a targeted course plan for staff. Will establish once we have a list of employees that passed the SAFE Licensing Test. Target date Jan. 1, 2011	Ongoing	<input checked="" type="checkbox"/>
3) Continue information sessions to provide exposure to potential SAFE Act testing topics.	Ongoing	<input checked="" type="checkbox"/>
4) Identify and schedule appropriate personnel to SAFE Act educational requirements. Need results of SAFE Test, target date Jan. 1, 2011	Ongoing	<input checked="" type="checkbox"/>
5) Continually enhance the targeted training plan.	Ongoing	<input type="checkbox"/>
6) Explore information training session as needed for potential new CalVet Loan programs.	Ongoing	<input type="checkbox"/>
7) Review regulatory and industry guidelines to suggest, receive and manage program changes in the QC Unit.	Dec. 2010	<input type="checkbox"/>
8) Implement procedures to communicate credit policy and revisions as needed.	Dec. 2010	<input type="checkbox"/>
9) Quality Control to establish a schedule for ongoing Safe Act continuing education requirements. Schedule to include new hires required to be licensed in processing departments.	January 2011	<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

QC team is reviewing business processes and procedures as well as conducting trial loan reviews. The updated training plan has been approved by Jim, and was forwarded to Personnel.

# California Department of Veterans Affairs

## Strategic Goals Implementation Plan

### Worksheet

**Division:** Farm and Home Purchases

**Managers responsible:** George Flores, Rita Almanza, Glen Rimbey, Janet Iwata, Gary Bonin, Linda Rose-Gullion

**Strategy:** Manage the program in a fiscally responsible manner

**Working Title:** Document and Data Compliance

<b>Objective Statement:</b> Ensure compliance with Federal, State and Local Laws related to loan production
<b>Projected Date for Completing Objective:</b> Spring 2012 – Updates Ongoing
<b>How will success/completion be determined (what are the metrics)?</b>
<ul style="list-style-type: none"> <li>Data integrity and forms within MITAS are compliant with laws and regulations</li> </ul>

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
1) Establish document controls to ensure usage of current version of disclosures, forms and documents. Monitor compliance through Quality Control Unit.	Winter 2010 & ongoing	<input checked="" type="checkbox"/>
2) Establish tracking status controls to ensure accuracy of system data. Monitor compliance through Quality Control Unit.	Winter 2010 & ongoing	<input type="checkbox"/>
3) Establish data integrity controls to ensure adequacy and accuracy of system data. Monitor compliance through Quality Control Unit.	Winter 2010 & ongoing	<input type="checkbox"/>
4) Program functionality into the software to automate audit of compliance-related processes	Spring 2012 & ongoing	<input type="checkbox"/>
5) Develop system management tools to monitor production, audit compliance-related processes and customer service.	Spring 2012	<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

Mitas improvements in process.



# California Department of Veterans Affairs Strategic Goals Implementation Plan Worksheet

**Division:** Farm and Home Purchases

**Managers responsible:** Glen Rimbey, Janet Iwata

**Strategy:** Manage the program in a fiscally responsible manner

**Working Title:** Contracts and Consultants

<b>Objective Statement:</b> Ensure that we are monitoring the use of consultants/contractors
<b>Projected Date for Completing Objective:</b> Ongoing
<b>How will success/completion be determined (what are the metrics)?</b> <ul style="list-style-type: none"> <li>Complete a list the consultants/contractor with the date their contracts expire, with extensions</li> <li>Start RFPs early – sufficient time for all approvals</li> <li>Establish contract evaluation criteria</li> </ul>

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
1) Review the list confirming end of contracts – possible extensions	Monthly	<input checked="" type="checkbox"/>
2) Prepare a list of Consultants with expiration dates	Annually	<input checked="" type="checkbox"/>
3) Evaluation contractual compliance	Annually	<input type="checkbox"/>
4) Prepare Contract Evaluation criteria	July 2010	<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

Tracking list of our current contractors is completed. We are in the process of establishing evaluation criteria for each of our contractors.

# California Department of Veterans Affairs Strategic Goals Implementation Plan Worksheet

**Division:** Farm and Home Purchases

**Managers responsible:** All Managers

**Strategy:** Improve Overall Customer and Support Services

**Working Title:** Operations and Desk Procedure Manuals

**Objective Statement:** Update and centralize governing documents including desk procedures, Operations manuals and all other instructional documents.

**Projected Date for Completing Objective:** April 2011

**How will success/completion be determined (what are the metrics)?**

- Existence of electronics documents in place available to staff and managers along with a process to update regularly.

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
1) Ensure accuracy of Application Package Process, Forms and Documents found on the CV website in conjunction with Mitas.	December 2010	<input type="checkbox"/>
2) Partner with Documentation Preparation Company to produce standard lending industry documents with compliance support to insure accuracy of lending documentation. (Under contract with Harland documentation company to provide standard industry documents.)	December 2010	<input checked="" type="checkbox"/>
3) Ensure updated Operations/Desk Procedure Manual drafts delivered by Dec. 31, 2010 for review.	March 2011	<input type="checkbox"/>
4) Management approval of revised Operations/Desk Procedure Manual by March 30, 2011	March 30, 2011	<input type="checkbox"/>
5) Management to ensure staff uses modified Operations Manual	April 1, 2011	<input type="checkbox"/>
6) Designate a Farm and Home employee responsible to maintain all Desk Procedures/Operations Manual in a central repository and manage subsequent updates. Location to be determined and acquired by Quality Control Unit.	June 2011	<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

Selected firm to provide e-docs.

# California Department of Veterans Affairs Strategic Goals Implementation Plan Worksheet

**Division:** Farm and Home Purchases

**Managers responsible:** Glen Rimbey, Janet Iwata

**Strategy:** Improve Overall Customer and Support Services

**Working Title:** Staff Training and Development

**Objective Statement:** Establish a revised training plan and scheduled training sessions in order to have a well trained staff that can make loans and deliver the appropriate service to our Veterans.

**Projected Date for Completing Objective:** December 2011 – Continuing Annually

**How will success/completion be determined (what are the metrics)?**

- Establish a training plan
- Establish group events to transfer knowledge from each section
- Cross train divisions, depending on needs

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
1) Assess the needs for training – compliance (To be established by QC Unit monthly audits which will identify gaps to establish training needs.)	March 2011 (then annually)	<input checked="" type="checkbox"/>
2) Establish the appropriate training to fill the needs	July 2011 (then annually)	<input checked="" type="checkbox"/>
3) Assess the needs for cross training	July 2011	<input checked="" type="checkbox"/>
4) Establish possible cross training plan	Dec 2011	<input checked="" type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

Cross training in process with four additional staff in the Escrow Unit..  
All-Regs training in process.  
The contract for 20 hours of SAFE training is in the process.  
Most of the training needs will be in order to keep CalVet compliant with Federal Regulations. We have staff in the Quality Control Unit monitoring federal legislation.

# California Department of Veterans Affairs Strategic Goals Implementation Plan Worksheet

**Division:** Farm and Home Purchases

**Managers responsible:** Rita Almanza, George Flores

**Strategy:** Improve overall customer and support services

**Working Title:** Automation and Technology

**Objective Statement:** Enhance services to our customers through automation and technology

**Projected Date for Completing Objective:** Spring 2013

**How will success/completion be determined (what are the metrics)?**

- New MITAS Origination System developed with F&H staff
- Expand EFT Program to allow for more flexibility with loan payments
- Offer additional loan payment options over the telephone and internet
- Implement processes and procedures to place 11,000 existing paper files and all new loan files into electronic imaging accessible from desktop PCs.
- Revisit services of a tax servicing agency to process tax payments to the counties

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
1) Provide ongoing training for current and new users	Ongoing	<input type="checkbox"/>
2) Determine staffing, products required and process to implement imaging project.	Apr 2010	<input type="checkbox"/>
3) Begin imaging of existing portfolio files and Pre-Approval documents	Sept 2010	<input type="checkbox"/>
4) Gather information from vendors offering telephone and internet payment services	September 2010	<input type="checkbox"/>
5) Establish a super-user group across HQ Units to provide feedback for improvements and implementation of updated processes	Oct 2010	<input type="checkbox"/>
6) Begin imaging of new loan documents	Nov 2010	<input type="checkbox"/>
7) Work with ISD and Accounting to develop standards for potential vendors	Nov 2010	<input type="checkbox"/>
8) Begin RFP process	Nov 2010	<input type="checkbox"/>
9) Determine if tax servicing services is cost effective	Feb 2011	<input type="checkbox"/>
10) Identify ISD support functions needed solely within the division	Fall 2011	<input type="checkbox"/>
11) Work with ISD and Accounting to establish process to expand EFT program	Oct 2011	<input type="checkbox"/>
12) Implement ISD support functions as identified	Winter 2012	<input type="checkbox"/>
13) Develop a new MITAS Loan Origination System working with MITAS and Farm and Home personnel	Spring 2013	<input type="checkbox"/>
14) Move dedicated ISD personnel to the second floor	Spring 2013	<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

User group delayed, implementation estimated for October 2010.  
Equipment selected for imaging, however an alternate method is being considered for process.

# California Department of Veterans Affairs Strategic Goals Implementation Plan Worksheet

**Division:** Farm and Home Purchases

**Managers responsible:** Rita Almanza, George Flores

**Strategy:** Improve overall customer service and support services

**Working Title:** Automated Underwriting, E-Notary, and Creditors Rights

<b>Objective Statement:</b> Enhance services to our customers through automation and technology
<b>Projected Date for Completing Objective:</b> Winter 2014
<b>How will success/completion be determined (what are the metrics)?</b> <ul style="list-style-type: none"> <li>Established plan for automated underwriting and processing system.</li> <li>Improved application to funding turn-times</li> <li>Establish a contract with a private law firm to provide unlawful detainers, relief from bankruptcy and other department legal needs when time constraints prevent or restrict in-house assistance.</li> <li>Electronic notary policies and procedures in place and operational</li> </ul>

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
1) Monitor Secretary of State legislation and website for updates regarding e-notary within CA	Ongoing	<input type="checkbox"/>
2) Establish subject matter expert team to work closely with vendor and IT department to establish requirements for system for automated underwriting and processing system	May 31, 2010	<input checked="" type="checkbox"/>
3) Develop a cost benefit analysis of a creditors rights attorney and submit to Sr. management for review	Oct 1, 2010	<input type="checkbox"/>
4) If the proposal for a creditors rights attorney is approved, develop an action plan to implement	Nov 2010	<input type="checkbox"/>
5) Begin RFP process for automated underwriting and processing system	January 31st, 2011	<input checked="" type="checkbox"/>
6) Establish process and procedures with ISD and Accounting for automated underwriting and processing system	October 2011	<input type="checkbox"/>
7) Establish process and procedures with Farm and Home for automated underwriting and processing system	October 2011	<input type="checkbox"/>
8) Research e-notary hardware and software requirements	Winter 2013	<input type="checkbox"/>
9) Partner with ISD and ISO to determine feasibility of e-notary	Winter 2013	<input type="checkbox"/>
10) Establish process and procedure for Farm and Home that includes electronic mail document delivery upon e-notary availability	Winter 2014	<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

Underwriting and processing system will not be bid out as we are working with a current contractor, MITAS with these issues.

# California Department of Veterans Affairs Strategic Goals Implementation Plan Worksheet

**Division:** Farm and Home Purchases

**Managers responsible:** Rita Almanza, Linda Rose Gullion

**Strategy:** Improve overall customer service and support services

**Working Title:** E-Fax and Electronic Funds Transfer

**Objective Statement:** Enhance services to our customers through automation and technology including capability to transfer funds and modernization of incoming fax service.

**Projected Date for Completing Objective:** Summer 2013

**How will success/completion be determined (what are the metrics)?**

- Electronic funding capability available for 80% of loan closing and 50% of payoffs
- E-Fax server in place to allow agents and other staff to receive incoming faxes and distribute to electronic imaging system..

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
1) Monitor update to Vendor database (Accounting Module) to include wiring information as needed	Ongoing	<input type="checkbox"/>
2) Monitor Accounting Unit's readiness to process same day settlements	Ongoing	<input type="checkbox"/>
3) Develop research team to research e-fax delivery systems	January, 2011	<input type="checkbox"/>
4) Determine available processes with Controller and Department of Finance	Spring 2011	<input type="checkbox"/>
5) Identify need for legislation or establish existing authority as adequate	Spring 2012	<input type="checkbox"/>
6) Research 5 to 6 e-fax delivery systems and get RFP's on 3.	July 1st, 2012	<input type="checkbox"/>
7) Research need for a new process for CV working closely with the Department of Finance to authorize same-day settlement methodology	Summer 2012	<input type="checkbox"/>
8) Install and train staff on chosen e-fax system	January, 2013	<input type="checkbox"/>
9) Commence electronic funds transfer	Summer 2013	<input type="checkbox"/>
10) Establish an appropriate account to issue same-day settlement electronic funds transfers	Winter 2013	<input type="checkbox"/>
11) Establish process and procedures within the Escrow Unit	Winter 2013	<input type="checkbox"/>
12) Obtain wiring information and then update Title – Escrow Holder databases (Origination Module)	Winter 2013 & ongoing	<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

# California Department of Veterans Affairs Strategic Goals Implementation Plan Worksheet

**Division:** Farm and Home Purchases

**Managers responsible:** Rita Almanza, George Flores, Glen Rimbey

**Strategy:** Improved staff effectiveness

**Working Title:** Update Job Classifications

**Objective Statement: Objective:** Update job classifications to better reflect responsibility levels and pay levels-match compare to Department of Housing & Community Development (HCD) and California Housing Finance Agency (CalHFA).

**Projected Date for Completing:** June 30, 2011

**How will success/completion be determined (what are the metrics)?**

- Partner with our Human Resources Department (HR) and the Secretary/Under Secretary to interact with the Department of Personnel Administration (DPA).
- Investigate existing classification models.

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
1) Adopt a Principal Property Agent classification as program level management (currently Supervising PAs).	December 2010	<input type="checkbox"/>
2) Modify Supervising Property Agent classification level to unit managers (currently Senior PAs).	December 2010	<input type="checkbox"/>
3) Modify Senior Property Agent to a non-supervisory classification similar to HCD/CalHFA to establish appropriate compensation for lead agent or special projects position.	December 2010	<input type="checkbox"/>
4) Adopt Finance Assistant, Associate, Specialist, Officer classification series for Bond Finance and Investment Unit (from CalHFA).	December 2010	<input type="checkbox"/>
5) Designate HR and F&H liaison to assure progress and provide status from both arenas.	June 30, 2011	<input type="checkbox"/>
6) Schedule regular meetings with the Secretary/Under Secretary to update status.	June 30, 2011	<input type="checkbox"/>
7) Establish a team of subject matter experts from Farm & Home Purchases to update the classification Specifications and Minimum Qualifications.	June 30, 2011	<input type="checkbox"/>
		<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

Waiting for HR to give information on classifications.

# California Department of Veterans Affairs

## Strategic Goals Implementation Plan

### Worksheet

**Division:** Farm and Home Purchases

**Managers responsible:** All Managers

**Strategy:** Improved staff effectiveness

**Working Title:** Staffing Needs

**Objective Statement:** CalVet staffing swill be based on financial justification and business needs based on volume in each unit. Develop a program to set unit staffing based on actual documented needs.

**Projected Date for Completing Objective:** Fall 2011

**How will success/completion be determined (what are the metrics)?**

- Develop detailed staffing needs assessments to determine proper staffing levels in each unit based on number of accounts, number of loans being made, number of delinquencies, etc.
- Quarterly adjustments made by Division Chief based on volume, inventory, along with sound judgment. .

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
1) Assess present and future staffing needs in each unit	November 2010	<input type="checkbox"/>
2) Determine critical metrics in each unit that will determine staffing levels	November 2010	<input type="checkbox"/>
3) Publish staffing criteria and establish methods to transition staff as economic measures change	March 2011	<input type="checkbox"/>
4) Conduct management reviews and adjust staffing as needed	Quarterly after March 2011	<input type="checkbox"/>
5) Build ISD reporting to represent changes in the business and staffing status	Fall 2011	<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

Staffing reviews in progress.  
Staffing Metrics being established.



# California Department of Veterans Affairs Strategic Goals Implementation Plan Worksheet

**Division:** Farm and Home Purchases

**Managers responsible:** Rita Almanza, George Flores, Glen Rimbey, Eric Tiche

**Strategy:** Improved staff effectiveness

**Working Title:** Hiring

**Objective Statement:** Select candidates more qualified with experience in the lending industry.

**Projected Date for Completing Objective:** January 31<sup>st</sup>, 2011

**How will success/completion be determined (what are the metrics)?**

- New hires showing specific experience in the area of lending.

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
1) Develop detail plans for hiring staff with specific lending industry experience.	November 30th, 2010 (on hold)	<input type="checkbox"/>
2) Create employment team to review and update exams and interview questions to meet requirement of hiring experienced technicians and agents for Farm and Home.	May 31st, 2010 (on hold)	<input type="checkbox"/>
3) Employment team to identify potential retirement trends to establish hiring needs.	January 1st, 2011 (on hold)	<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

On hold due to review of POP's budget.

**CDVA Business Plan  
Plans of Action (Five Year)**

**Legislation and Communications Division**

# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

**Division:** Legislation Division

**Strategy:** Ensure the policy objectives of the department are met through legislative action by providing exceptional advice, guidance and advocacy when developing legislative proposals and responding to legislative inquiries.

**Objective Statement:** Through legislative advocacy and communication, provide members of the legislature with information about the department and its main policy objectives which lead to successful implementation of positive legislative proposals and working with our community partners such as Veteran Service Organizations we will solicit ideas for legislative proposals.

**Projected Date for Completing Objective:** The success of those proposals that are submitted to the legislature will be measured at the end of each annual legislative session. So far this year, we have successfully shepherded legislation for the Farm and Home Loan Division.

**How will success/completion be determined (what are the metrics)?** Success will be determined by the number of proposals that are approved by the Governor's Office for submission to the Legislature and the number of those proposals that are ultimately approved and signed into to law. We are seeking a success rate of 75 percent to 90 percent.

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
Work with the Divisions on Legislative priorities	Annually	
Seek ideas from community partners	September	
Review Ideas	1 Oct annually	
Prepare proposals to send to GO	1 Nov annually	
Find Authors for approved ideas	Mid-Jan	
Prepare for hearings with analysis	On going	
Prepare Enrolled Bill Reports for GO as needed	On going	<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

The primary objective for this unit will be to strongly advocate for the veterans of this state and help improve the delivery of services to those veterans.

# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

**Division: Communications Division**

**Strategy:** Tell the story of the department and its role in the delivery of services and advocacy for those services to veterans in California by providing advice, guidance and advocacy when developing media and outreach strategies for programs and divisions.

<b>Objective Statement:</b> Through partnerships with community groups, veteran service organizations and the media, we will provide a clear picture of the challenges and successes of today's veterans in California.
<b>Projected Date for Completing Objective:</b> As this is and should be an on-going effort there is an on-going deadline for completion dependent upon the issue or event. For example, the dedications of the new homes and the on-going development of the All Hands Meetings and Operation Welcome Home.
<b>How will success/completion be determined (what are the metrics)?</b> Success will be measured by the number and type of news articles that are published either in Newspapers, magazines or on-line and the number of reports filed on television and radio. We should get at least one article and news report published for each event or news item.

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
<b>Assign event coordinator</b> – This person would be responsible for planning the event.	At least 120 days out	<b>X</b>
<b>Set date for event</b> – Lock in the dates to begin logistic planning	120 days out	<b>X</b>
<b>Form planning committee</b> – include field staff if needed and logics coordinator	120-90 days out	<b>X</b>
<b>Determine needs</b> – for equipment, sound systems, stage, etc.	90 days	<b>X</b>
<b>Media strategy</b> – Develop outreach and advisory strategy and develop information/background needed	90-60 days	<b>X</b>
<b>Scheduling Requests</b> – If Governor to be invited or other dignitaries determine who and when to send invites	90 days	<b>X</b>
<b>Event Logistics</b> – finalize details, chairs, sound, lightings, photographers, etc.	30 days	<b>X</b>
<b>Pre-media</b> – prepare media advisories and press kits	15 days	<b>X</b>
<b>Send out advisories</b> – Invite media and do pre-event notifications and interviews	7-1 days	<b>X</b>
<b>Finalize agenda and participants</b> – finalize the program	7 days	<b>X</b>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

In the long-range planning for this effort the department should see greater understanding from our constituency groups of what our department's role is in the continuum of providing veterans with the services and benefits they have earned by serving in the military.

# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

**Division:** Communications Division

**Strategy:** Develop and implement a dynamic web presence for the department that will attract readers and capitalize on new technologies.

<b>Objective Statement:</b> Provide exceptional advice, guidance and design when developing and maintaining the Department's Internet Website.
<b>Projected Date for Completing Objective:</b> The Development of the website was completed by early January 2010, however, as with any website it must be continually maintained and updated and changed in order to remain dynamic and relevant to our constituency groups.
<b>How will success/completion be determined (what are the metrics)?</b> The successful implementation of changes and maintenance of the department two websites and the consolidation of information on one "web-based portal" the veterans website – <a href="http://www.veterans.ca.gov">www.veterans.ca.gov</a> Additionally, we will update and check the websites utilization through on-line surveys.

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
Maintain information on the current websites	On-going	
Update information	On-going	
Utilize new technologies and resources such as social networks	On-going	
Work with OCIO	1 Dec 09	
Maintain and update standards and policies for web content	1 June 10	
		<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

Our web designer and content manager and the Governance Committee have been will review and maintain content on the Department's Website and making changes as needed. Up coming efforts will be the complete the move of hosting the department's webpage to an in-house server, it is currently out-sourced. This should take place shortly after the start of the new fiscal year. This move will help with the implementation of a "content management program" which should help ensure outdated information is removed and updated quickly.

# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

**Division:** Communications Division

**Strategy:** Tell the story of the department and its role in the delivery of services and advocacy for those services to veterans in California by providing advice, guidance and advocacy when developing media and outreach strategies for programs and divisions.

**Objective Statement:** Re-establish a Departmental Newsletter and advise divisions with their divisional newsletters. Produce and exceptional and information packed newsletter that will be sent to our core customer groups and interested parties such as veterans service organizations, residents in our state veterans homes, staff, legislators, media and non-profits organizations that help veterans.

**Projected Date for Completing Objective:** This is an on-going project that needs to be refocused to capitalize on the use of new services such as social networking and electronic list-serve tools to better penetrate the market with our story. Additionally, staff will help divisional staff if they produce specific newsletters for their specific areas.

**How will success/completion be determined (what are the metrics)?** Newsletters are produced in a timely manner and include information that is useful to our constituency groups and customers. Design and production advice is provided in a timely manner to divisions. As these newsletters will continue to be published there will be on-going deadlines.

Plan of Action	Timeline	Progress
What interim steps are necessary to implement/reach objective?	When will the step be completed?	Completed?
<b>Collect information and photos for stories</b> – remind regional office, district offices and each home to submit stories and ideas to the newsletter editor	60-15 days out	<input type="checkbox"/>
Review and Edit articles	15 days out	<input type="checkbox"/>
Provide articles and photos/graphics to graphic artist	15-10 days out	<input type="checkbox"/>
Review mock-up of newsletter	7-3 days	<input type="checkbox"/>
Finalize edits on mock-up	3-1 day	<input type="checkbox"/>
Publish Newsletter on line and via print	First of the month	<input type="checkbox"/>

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

Due to the fact that the communications staff was involved with the production of several major events over the last six months the production of a departmental newsletter has been sidetracked. It is our intent to begin the production of a departmental newsletter by September with the input from the various divisional newsletters that are produced. There is a need to establish a system that can be run nearly on automatic so as to not have the production of the newsletters derailed by outside events such as the ground breakings, openings, and Kick-off events.

**CDVA Implementation Plan  
Plans of Action**

**Administrative Services Division  
Capital Assets and Facilities Management Unit  
2010-2011**



# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

**Division: Capital Assets and Facility Maintenance**

**Strategy:** Provide exceptional customer service that enables the programs to attain their goals. Assist Veterans Homes Division in attaining/maintaining a five star rating.

Goal Statement: Advance the development of the design-build process for Fresno and Redding to complete construction no later than January 2012 for Redding and March 2012 for Fresno.
Projected Date for Meeting Goal: January 2012 and April 2012
How will success/completion be determined (what are the metrics)? Project closeout

**Plan of Action**

What interim steps are necessary to attain goal?	When will they be completed?	Completed?
See attached project schedule, major milestones include:		
Obtain Conditional Grant Approval for both projects	<b>September 2010</b>	
Continued refinement of design of both projects	<b>Ongoing</b>	
Obtain 100% design Drawings both Projects	<b>Dec. 31, 2010</b>	
Obtain Official Grant Approval	<b>March 2011</b>	
Manage construction activities to ensure construction timelines are met.	<b>Ongoing</b>	
Construction Ends	<b>January 2012 &amp; April 2012</b>	
Manage close out activities, punch list items, requested changes etc.	<b>April 2012 &amp; July 2012</b>	

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

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# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

**Division:** Capital Assets and Facility Maintenance

**Strategy:** Expand the use of the USDVA Cemetery Grant Program that will assist the Veterans Services Division in attaining their goals.

**Objective:** Continue working with local communities to facilitate the development of the California Central Coast Veterans Cemetery at Fort Ord. Start internal processes to place an appropriation in the 2010-11 budget cycle with a potential completion in early 2014.

Projected Date for Meeting Goal: Early 2014

How will success/completion be determined (what are the metrics)? Completion of project

#### Plan of Action

What interim steps are necessary to attain goal?	When will they be completed?	Completed ?
COBCP/Budget Package	Dec 2010	In Process
Sale of endowment property (by City of Seaside)	TBD	
Annual Report	June 2010	
SCO Certification	July 2010	
Preliminary Plans completed	TBD	
Working Drawing Completed	TBD	
Construction Begins	TBD	
Construction Completed	2014	

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

- Fort Ord Community currently working on preliminary infrastructure planning with the use of funds provided by the Office of Economic Adjustment (OEA).
- Working with FOR A to establish an MOU for the transfer of funds for a required budget package.

# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

**Division:** Capital Assets and Facility Maintenance

**Strategy:** Expand the use of the USDVA Cemetery Grant Program that will assist the Veterans Services Division in attaining their goals.

<b>Objective:</b> Obtain State Cemetery Grant for expansion of columbarium at NCVV. Move preliminary plans and working drawings process for a scheduled completion of summer 2011.
Projected Date for Meeting Goal: December 2011
How will success/completion be determined (what are the metrics)? Project closeout

#### Plan of Action

What interim steps are necessary to attain goal?	When will they be completed?	Completed ?
Complete Preliminary Plans	<b>Sept 2010</b>	
Consult with NCA	<b>Oct. 2009</b>	Ongoing
Complete Working Drawings	<b>Dec 2010</b>	
Consult with NCA	<b>Jan 2010</b>	
Obtain construction bids	<b>April 2011</b>	
Submit final application	<b>June 2011</b>	
Award Contract	<b>May 2011</b>	
Complete construction	<b>December 2011</b>	

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

<ul style="list-style-type: none"> <li>• Deferral request forward to USDVA for FY 2011 April 2010.</li> <li>• Current timelines for plans drawings and construction TBD</li> <li>• Currently awaiting budget approval FY 2010-11 for required authority to proceed.</li> </ul>
--

# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

**Division:** Capital Assets and Facility Maintenance

**Strategy:** Provide exceptional customer service that enables the programs to attain their goals. Assist Veterans Homes Division in attaining/maintaining a five star rating.

**Objective:** Maximize the use of a department wide five year plan of special repairs and deferred maintenance projects for the Department. Establish a prioritization schema for the use of the \$1.1M in deferred maintenance funding to ensure the most effective use of those funds in the Homes.

**Projected Date for Meeting Goal:** Ongoing

**How will success/completion be determined (what are the metrics)?** Establishment of a special repair/deferred maintenance process and plan, approved by the Veteran Home Division Executive Staff.

#### Plan of Action

What interim steps are necessary to attain goal?	When will they be completed?	Completed?
Ongoing monitoring of special repair and deferred maintenance funds.	<b>Completed and ongoing</b>	<b>Completed and ongoing</b>
Establishment and monitoring of an ongoing unfunded list.	<b>Completed and ongoing</b>	<b>Completed and ongoing</b>
Include the new homes Lancaster Ventura and WLA into the deferred Maintenance Program	<b>May 2011</b>	
Request Additional Maintenance Funds to address the increase of Veterans Homes to the system	<b>May 2011</b>	

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

- Homes currently on track for annual utilization of 1.1 million deferred maintenance.
- Ongoing unfunded list currently being established.
- New Homes to be brought into the process in FY 2011/12

# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

**Division:** Capital Assets and Facility Maintenance

**Strategy:** Fully utilize the USDVA Construction Grant Program for the construction or renovation of the States Veterans Homes

**Objective:** Maximize the use USDVA State Veteran Home Construction grants to offset costs in the completion of major construction projects at the Homes.

**Projected Date for Meeting Goal:** July 2011 – 2014

**How will success/completion be determined (what are the metrics)?** Consistent utilization of the USVA construction grant program and high priority project approval by USVA.

#### Plan of Action

What interim steps are necessary to attain goal?	When will they be completed?	Completed?
Consistently review current project priorities and current pre application cost submitted to the USVA.	Completed	Ongoing
Establish a five year plan annually for the department to include major and minor capital outlay projects. Ensure the five year plan is consistent with USVA regulation and priorities.	Completed	Refer to five yr plan
Establish a local five year plan budget cycle, department wide that includes all veteran's homes priorities for the BY and BY +4 priorities.	Completed	Refer to five yr plan
Ensure the pre-applications of high priority projects or newly identified projects are forwarded to the USVA for consideration within the appropriate budget year. Ensure that all application forms and USVA requirements are met in a timely fashion.	Ongoing	Ongoing
Annual Monitoring of USVA priorities to ensure appropriate funding and form submittals, and deferral requests of projects is conducted accurately.	Ongoing	Ongoing

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

- New homes that are soon activated (WLA, Ventura, Lancaster) must be brought in line with the annual five year plan cycle (2012/13). Fresno and Redding homes to be brought into the five year planning cycle FY 2013/14.
- The five year plan must be aligned with the department's strategic plan as well as the department's mission and vision.
- The COBCP proposals within the plan must also meet with USVA requirements. Costs and estimates must be reviewed and monitored frequently.
- Five Year Capital Outlay plan annually submitted to Department of Finance by July 1<sup>st</sup>. For current status please refer to the five year plan.

# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

**Division:** Capital Assets and Facility Maintenance

**Strategy:** Increase the use of “Green” or energy efficient technologies within CDVA owned facilities.

**Objective:** Maximize the use energy efficient technology whenever possible in the design and construction of new homes, renovation of existing homes or capital repairs projects with the state Veterans homes.

**Projected Date for Meeting Goal:** June 2011

**How will success/completion be determined (what are the metrics)?**

#### Plan of Action

What interim steps are necessary to attain goal?	When will they be completed?	Completed?
Implementation of the feasibility analysis and development of site specifics at Yountville.	<b>Dec 2010</b>	<b>In Process</b>
Evaluation of additional veterans Homes for the use of fuel cell technology	<b>Ongoing</b>	<b>In Process</b>
Identification of potential Fuel Cell opportunities	<b>Dec. 2010</b>	
Implementation of fuel cell opportunities	<b>June 2011</b>	
Evaluation of the additional veterans homes to be done when appropriate.	<b>June 2011</b>	

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

Site visit conducted by to determine feasibility of fuel cell technology (co-generation) on the grounds of Yountville.

Considerations include the following:

- Citing of a feasibility review
- Technical evaluation such as water supply and wastewater supply to the facility.
- Site consideration based on current building codes.
- Economic feasibility.

All items are currently under evaluation with DGS, Capital Assets and the contractor. The analysis will be completed within six months time. Further evaluation of the additional homes to be done when appropriate.

**CDVA Business Plan  
Plans of Action**

**Administrative Services  
Financial Services Division  
2010/2011 – 2014/2015**

# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

**Division:** Financial Services Division

**Strategy:** Assist Veteran Homes & CDVA programs in the efforts to increase revenues and reimbursements.

<b>Objective 1:</b> Establish a program review and evaluation function to set benchmarks and identify improvements that will increase efficiencies, revenues and reimbursements.
<b>Projected Date for Meeting Goal:</b> January 2011 and ongoing.
<b>How will success/completion be determined (what are the metrics)?</b>

#### Plan of Action

What interim steps are necessary to attain goal?	When will they be completed?	Completed ?
Identify resources to establish the Program Evaluation function.	January 2011	No
Benchmark how current \$\$ are being received and utilized.	June 2011	No
In conjunction with the Cost Accounting Office, establish a base to measure the cost of care provided by each of the Veterans Homes.	January 2012	No
Identify improvements that will increase efficiencies, revenues and reimbursements.	December 2011 – June 2015	No
Provide semi-annual update/reports to CDVA management & appropriate stakeholders on progress/benchmarks/improvements.	June 30, 2011 – June 2015	No
Develop, establish, revise and implement policies and procedures/internal business practices.	June 2012- June 2015	No

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

5-Year Goal
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# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

**Division:** Financial Services Division

**Strategy:** Provide exceptional customer service that enables the programs to attain their goals.  
Assist veterans homes in attaining/maintaining a 5-Star Rating.

<b>Objective 2:</b> Cost Accounting staff will prepare the cost reports which are currently being completed by a contractor.
<b>Projected Date for Meeting Goal:</b> June 2012
<b>How will success/completion be determined (what are the metrics)?</b>

#### Plan of Action

What interim steps are necessary to attain goal?	When will they be completed?	Completed ?
Prepare/process contract for contractor to provide training and assistance with submittal of 2010 and 2011 fiscal year reports.	June 2010	Yes
Identify resources for obtaining the training. (To be provided by current contractor and outside sources.)	December 2011	No
Schedule regular monthly meetings with staff and stakeholders. Meetings will be held during the 2 <sup>nd</sup> week of each month.	Ongoing	No
Develop and implement policies and procedures/internal business practices.	June 2012	No

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

Current Contractor has agreed to provide the necessary training and assist Cost Accounting staff with the submission of the mandatory costs reports through the 2011 calendar year.
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# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

**Division:** Financial Services Division

**Strategy:** Provide efficient service that enables HQ programs and the Veterans Homes to meet their goals of providing quality services and care to the veterans and their families that utilize CDVA's services.

**Objective 3:** The programs within FSD will provide cross-training (within their functional areas) to staff in acquisitions and contracts; accounting; cost and systems accounting; medical billing; and budgeting.

**Projected Date for Meeting Goal:** June 2012 and Ongoing

**How will success/completion be determined (what are the metrics)?**

#### Plan of Action

What interim steps are necessary to attain goal?	When will they be completed?	Completed ?
Develop a plan to provide cross training (timelines of who will participate and specific tasks/projects identified for training).	September 2010	No
Identify coaches/mentors for cross-training.	Sept/Oct 2010	No
Have monthly meetings with staff to discuss progress, changes, adjustments, feedback.	January 2012 & Ongoing	No
Obtain customer feedback on changes/improvements (if any) in FSD functional areas.	June 2012	No
Evaluate progress	June 2012	No

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

As not to disrupt the day to day activities, consideration will be given to providing cross-training to 2 staff at a time.

# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

**Division:** Financial Services Division

**Strategy:** Provide efficient financial services that enable the programs to attain their goals.

<b>Objective 4:</b> Implement the State's Fi\$Cal Financial System
<b>Projected Date for Meeting Goal:</b> July 2014/2015
<b>How will success/completion be determined (what are the metrics)?</b>

#### Plan of Action

What interim steps are necessary to attain goal?	When will they be completed?	Completed ?
Identify CDVA Subject Matter Experts (IT, & Accounting)	May 2010	Yes
Identify CDVA systems that will interface with the Fi\$Cal System	June 2010	Yes
Participate in the development of the system documentation and requirements.	January 2013	No
Train CDVA staff of Fi\$Cal System.	January 2014- December 2014	No
Implement Fi\$Cal System.	January 2014- December 2014	No
Evaluate, Provide feedback.	Calendar Year 2015	No

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

2- 5 Year goal. CDVA is participating Bi-Monthly with Fi\$Cal project staff in the development of system documentation and requirements.
--

# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

**Division:** Financial Services Division

**Strategy:** Provide exceptional customer service that enables the programs to attain their goals.

**Objective 5:** Define the business needs for Accounting, Billing, Budgeting, Purchasing, Contracting and Cost Accounting in relation to the implementation the EW-VHIS.

**Projected Date for Meeting Goal:** June 2011

**How will success/completion be determined (what are the metrics)?**

#### Plan of Action

What interim steps are necessary to attain goal?	When will they be completed?	Completed ?
Identify Integrated Process Team (IPT)/Subject Matter Experts	July 2010	Yes
Develop a Financial IPT Charter	August 2010	No
Determine the information needed for the various financial functions.	December 2010	No
Identify CDVA systems that will interface with the EW-VHIS System	January 2011	No
Determine the roles of EW-VHIS vs. CalStars/Fi\$Cal	October –January 2011	No
Document Business Needs/Processes for FSD functions.	January 2011 – December 2011	No
Provide Training to FSD Staff.	2011 Calendar Year	No

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

The overall process of achieving this goal and implementing business procedures is contingent upon the implementation of the EW-VHIS.

# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

**Division:** Financial Services Division

**Strategy:** Provide exceptional customer service that enables the programs to attain their goals.

**Objective 6:** The headquarters Accounting Office will provide assistance to the Farm and Home Division to facilitate the implementation of wire transfers and electronic payments from veterans with a Cal Vet home loan.

**Projected Date for Meeting Goal:** Fiscal Year 2011/2012

**How will success/completion be determined (what are the metrics)?**

#### Plan of Action

What interim steps are necessary to attain goal?	When will they be completed?	Completed ?
Designate a staff person for the assignment.	July 2009	Yes
Participate in the working groups to develop an action plan, policies and procedures.	September 2010	No
Obtain appropriate external input and approvals on policies and procedures for implementation.	October 2010	No
Revise, develop and implement internal business processes as necessary.	December 2010	No

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

Accounting has identified staff to work on this project with Farm & Home. Farm & Home has currently taken the lead in convening working groups to develop an action plan and the policies and procedures.

# Administrative Services Strategic Goals Implementation Plan

Division: Information Services Division

Strategy 1: Optimize operational efficiencies to better support programs

<b>Objective 1:</b> Capture and maintain complete operational workload staffing
<b>Projected Date for Meeting Goal:</b> July 31, 2011
<b>How will success/completion be determined (what are the metrics?)</b> <ul style="list-style-type: none"> <li>Completed operational workload matrix which identifies all current on-going activities</li> <li>Completed operational workload matrix which identifies all current resources with work estimates</li> <li>Efficiency plan is completed and distributed</li> </ul>
<b>Assigned To:</b> PMO - Sandy

## Plan of Action:

What interim steps are necessary to attain goal?	When will they be completed?	Date completed
1. Identify, analyze, and document current operational workload for ISD staff	N/A	June 2010
a. Identify current operational workload being performed by ISD staff	N/A	June 2010
b. Assign resources to operational activities	N/A	June 2010
c. Resource work estimates	N/A	June 2010
d. Annual review of operational workload and resource activities	N/A	Ongoing
2. Determine ISD resource capacity	January 2011	
a. Analyze current workload baseline	January 2011	
b. Determine ISD resource availability	January 2011	
3. Develop recommendations for increasing efficiencies in resource capacity	March 2011	
a. Draft recommendations	March 2011	
b. Approve recommendations	April 2011	
c. Implement recommendations	April 2011	
4. Implement efficiency plan	June 2011	
a. Provide overview of plan to managers and staff	May 2011	
b. Distribute plan	May 2011	
c. Ensure activities and tasks identified in the plan are being performed	July 2011	

# Administrative Services Strategic Goals Implementation Plan

Division: Information Services Division

**Strategy 1:** Optimize operational efficiencies to better support programs

<b>Objective 2:</b> Establish asset management capability
<b>Projected Date for Meeting Goal:</b> January 31, 2012
<b>How will success/completion be determined (what are the metrics?)</b> <ul style="list-style-type: none"><li>• Track complete lifecycle of hardware and software assets</li><li>• Assign assets to customers, locations, departments, and rooms</li><li>• Consolidation of inventory</li><li>• Generate reports</li><li>• Software compliance</li><li>• Refresh plans prepared for Fiscal years 2012 through 2015</li></ul>
<b>Assigned To:</b> Denny

## Plan of Action:

What interim steps are necessary to attain goal?	When will they be completed?	Date completed
1. Select asset management tool	January 2011	
a. Define functional requirements	September 2010	
b. Perform market survey using Gartner Group	November 2010	
c. Select best valued asset management tool	January 2011	
2. Implement and utilize tool	October 2011	
a. Procure asset management tool	March 2011	
b. Deploy and test asset management tool	September 2011	
c. Implement asset management tool	October 2011	
3. Refresh plan	January 2012	
a. Develop strategy to use asset management tool to assist in developing annual refresh plans	August 2011	
b. Develop draft refresh plan for 2012/2013	November 2011	
c. Develop refresh plans for 2012 through 2015	January 2012	

# Administrative Services Strategic Goals Implementation Plan

Division: Information Services Division

**Strategy 1:** Optimize operational efficiencies to better support programs

<b>Objective 3:</b> Analyze first two objectives for optimization opportunities
<b>Projected Date for Meeting Goal:</b> June 30, 2009
<b>How will success/completion be determined (what are the metrics?)</b> <ul style="list-style-type: none"><li>Information released in accordance to the OCIO requirements</li></ul>
<b>Assigned To:</b> EA Vincent

## Plan of Action:

What interim steps are necessary to attain goal?	When will they be completed?	Date completed
1. Build Technical Reference Model (TRM)	n/a	June 2009

# Administrative Services Strategic Goals Implementation Plan

Division: Information Services Division

**Strategy 2:** Strengthen security to better protect CDVA confidential and sensitive information

<b>Objective 1:</b> Create current security, roles/responsibilities, and publish
<b>Projected Date for Meeting Goal:</b> March 31, 2011
<b>How will success/completion be determined (what are the metrics?)</b>
<ul style="list-style-type: none"> <li>Agency Information Security Office (AISO) to review, research, update, and publish IT policies to reflect current business practices and align with directives from the State Information Security Office, CALOHII, and applicable government code by March 31, 2011</li> <li>CDVA-wide distribution, review, and acknowledgement by all employees and stakeholders with network/email access by March 31, 2011</li> <li>Publish documents on CDVA Intranet by March 31, 2011</li> </ul>
<b>Assigned To:</b> Thys

## Plan of Action:

What interim steps are necessary to attain goal?	When will they be completed?	Date completed
1. Review current CDVA IT policies	August 2010	
2. Research recommended IT Policy set to align with CDVA business practices, regulations, and OCIO/OIS directives	September 2010	
a. Determine policies scope	September 2010	
b. Vet recommended policy set through AIO	September 2010	
3. Conduct Business Impact Analysis (BIA)	October 2010	
a. Interview Stakeholders, "key" employees	October 2010	
b. Determine "core" business impact, including regulatory and privacy elements	October 2010	
c. Address "core" business activities affected by policy	October 2010	
4. Draft "new" initial policies, Update "current" policies	November 2010	
5. Issue policies to ISD Management for review	November 2010	
6. Distribute policies to Stakeholder "boards" for review	January 2011	
7. Receive comments and recommended revisions	January 2011	
8. Incorporate comments into "revised drafts"	January 2011	
9. Draft "revised" policies	February 2011	
10. Redistribute policies to ISD and Executive Management Teams for approval	February 2011	
11. Gain approval by both groups	February 2011	
12. Distribute CDVA-wide (Intranet, Silver Chair (Vet Homes)	March 2011	
13. Publish approved policies on CDVA Intranet	March 2011	
14. Receive signed copies for compliance	March 2011	
15. Input signed copies into IT Security Policy Tracking Database	March 2011	Ongoing/MNO



# Administrative Services Strategic Goals Implementation Plan

Division: Information Services Division

**Strategy 2:** Strengthen security to better protect CDVA confidential and sensitive information

<b>Objective 2:</b> Improve Information Security Training Program
<b>Projected Date for Meeting Goal:</b> October 31, 2012
<b>How will success/completion be determined (what are the metrics?)</b>
<ul style="list-style-type: none"> <li>Review and revise training content to align with current technology and compliance directives e.g., State ISO, CALOHI (HIPAA) by October 31, 2012</li> </ul>
<b>Assigned To:</b> Thys

## Plan of Action:

What interim steps are necessary to attain goal?	When will they be completed?	Date completed
1. Review current on-line Information Security Training	May 2011	
2. Conduct training needs assessment	July 2011	
3. Identify CDVA Information security training needs	September 2011	
4. Create training to address #2	October 2012	
a. Develop project plan and schedule	October 2012	
b. Obtain Application Development resources	October 2012	
c. Determine Application Development framework i.e., .Net	October 2012	
d. Design course content within framework	October 2012	
e. Vet course contents through CDVA stakeholders	October 2012	
f. Gain approval of course contents from CDVA stakeholders	October 2012	
g. Determine delivery method e.g., Intranet, Silver Chair (Homes)	October 2012	
h. Release training course to all applicable CDVA stakeholders	October 2012	

# Administrative Services Strategic Goals Implementation Plan

Division: Information Services Division

**Strategy 2:** Strengthen security to better protect CDVA confidential and sensitive information

<b>Objective 3:</b> Enhance security architecture
<b>Projected Date for Meeting Goal:</b> February 28, 2011
<b>How will success/completion be determined (what are the metrics?)</b> <ul style="list-style-type: none"> <li>Review CDVA's current Information Security Architecture and inventory its elements e.g., hardware, software, policies, and procedures by April 29, 2011</li> <li>Utilize CDVA's Gartner Subscription to determine appropriate size and structure for CDVA's IT Security Office by April 29, 2011</li> </ul>
<b>Assigned To:</b> Thys

## Plan of Action:

What interim steps are necessary to attain goal?	When will they be completed?	Date completed
1. Create security architecture vision	October 2010	
a. Develop IT Security Vision Statement	October 2010	
b. Develop IT Security Mission Statement	October 2010	
2. Research and review security architecture models	October 2010	
3. Research and review State ISO guidance: Roles/Responsibilities for State ISOs, Program guidelines	October 2010	
4. Define and determine business and application drivers	November 2010	
5. Research security infrastructure components-"best practice"	November 2010	
6. Review current security infrastructure elements within CDVA e.g., hardware, software, policies, and procedures	November 2010	
7. Document "gaps" - CDVA vs. State ISO and/or "best practice"	December 2010/ January 2011	
8. Determine which items, identified in the "gap" analysis apply to CDVA and enhance security posture	January 2011	
9. Document findings	February 2011	
10. Make recommendations for improvement	March 2011	
11. Develop plan to implement improvements	April 2011	

# Administrative Services Strategic Goals Implementation Plan

**Division:** Information Services Division

**Strategy 2:** Strengthen security to better protect CDVA confidential and sensitive information

<b>Objective 4:</b> Create security risk assessment and risk management process
<b>Projected Date for Meeting Goal:</b> January 31, 2013
<b>How will success/completion be determined (what are the metrics?)</b>
<ul style="list-style-type: none"> <li>Determine Risk Management Objectives for CDVA and implement State of California Risk Management Methodology for Information Technology Systems by January 31, 2013</li> </ul>
<b>Assigned To:</b> Thys

## Plan of Action:

What interim steps are necessary to attain goal?	When will they be completed?	Date completed
1. Determine risk from current security architecture and vision		
a. Adopt Risk Analysis and apply standard Risk Analysis Methodology as part of CDVA Enterprise Architecture	August 2012	
2. Build risk management process		
a. Understand State of California's Office of Information Security's Risk Management Methodology	August 2012	
b. Adopt State of California's Office of Information Security's (OIS) Risk Management Methodology	August 2012	
c. Adopt OIS's Risk Assessment Procedure (In Draft)	August 2012	
d. Adopt OIS's Information Asset Classification Standard (In Draft)	August 2012	
3. Conduct Agency-Wide Risk Assessment	January 2013	
a. Asset Identification	January 2013	
b. Threat Identification and Analysis	January 2013	
c. Risk Prioritization	January 2013	
d. Safeguards and Controls Implementation	January 2013	
e. Baseline For Risk Monitoring, Corrective Actions, and Program Controls	January 2013	

# Administrative Services Strategic Goals Implementation Plan

Division: Information Services Division

**Strategy 3:** Implement Enterprise Architecture to align business and technology

<b>Objective 1:</b> Achieve level 2
<b>Projected Date for Meeting Goal:</b> December 31, 2010
<b>How will success/completion be determined (what are the metrics?)</b> <ul style="list-style-type: none"> <li>• Charter has been adopted</li> <li>• Plan has been approved</li> <li>• By-laws approved</li> <li>• EA policies, processes and procedures established</li> <li>• Validation of Business Reference Models (BRM), Technical Reference Models (TRM) and Services Reference Models (SRM)</li> <li>• Strategic and Implementation plans are in place</li> <li>• The successful formulation of the executive advisory board, management review board and identification of EA staff</li> <li>• Success is determined once EA intranet page(s) is published</li> <li>• Repository has been created</li> <li>• Identification of EA staff</li> </ul>
<b>Assigned To:</b> EA Vincent

## Plan of Action:

What interim steps are necessary to attain goal?	When will they be completed?	Date completed
1. Develop roles and responsibilities		
a. Identify EA Team Members thru BCC		May 2010
b. Executive Advisory Board (EAB)	October 2010	
c. Management Review Board (MRB)		
d. Subject Matter Expert (SME)	November 2010	
2. Document basic IT architecture		
a. Business Reference Model		June 2009
b. Technical Reference Model		June 2009
c. Service Reference Model		June 2010
3. Identify IT vision, principles, linkages to business strategies , baseline, and Target Architecture		
a. Validate BRM, SRM, TRM Baselines	Completed annually	June 2010
b. Implement EA Program		Ongoing
4. Assign responsibilities		
a. EAB	October 2010	
b. MRB	November 2010	
c. EA Staff	December 2010	
5. Publish deliverables		
a. Intranet page established	September 2010	
b. Repository (database) artifacts not included	December 2010	
6. Identify roles and responsibilities for IT security architecture		May 2010
a. Identify EA Security Architect	December 2010	

# Administrative Services Strategic Goals Implementation Plan

Division: Information Services Division

**Strategy 3:** Implement Enterprise Architecture to align business and technology

<b>Objective 2:</b> Achieve level 3
<b>Projected Date for Meeting Goal:</b> August 31, 2013
<b>How will success/completion be determined (what are the metrics?)</b> <ul style="list-style-type: none"><li>• Gap Analysis and Migration Planning complete</li><li>• IT goals and methods are identified</li><li>• Business Reference Models (BRM), Technical Reference Models (TRM) and Services Reference Models (SRM) updated based upon most recent scans</li><li>• EA Security Architect and standards identified and followed</li></ul>
<b>Assigned To:</b> EA Vincent

## Plan of Action:

What interim steps are necessary to attain goal?	When will they be completed?	Date completed
1. Define architecture and communicate to IT staff and business management		
a. Validate BRM, SRM, TRM	December 2010	
b. EA Intranet page(s)	September 2010	
c. Presentations and Education	Ongoing	
2. Publish updated architecture documents		
a. BRM,SRM,TRM Baseline	Annually per OCIO	June 2010
3. Completed IT security architecture standards and integrate with current business		
a. Identify EA Security Architect	December 2010	
b. Complete and publish security standards enterprise wide	December 2012	
c. Integrate and implement security standards	August 2013	

# Administrative Services Strategic Goals Implementation Plan

Division: Information Services Division

Strategy 4: Leverage technology to improve program efficiency

<b>Objective 1:</b> Define ISD service capability and create service catalogue
<b>Projected Date for Meeting Goal:</b> October 31, 2012
<b>How will success/completion be determined (what are the metrics?)</b> <ul style="list-style-type: none"> <li>Completed operational workload matrix which identifies all current on-going activities</li> <li>Completed operational workload matrix which identifies all current resources with work estimates</li> <li>Completed matrix of current and future core competencies</li> <li>Completed service catalogue</li> <li>Service catalogue available to all CDVA</li> </ul>
<b>Assigned To:</b> PMO - Sandy

## Plan of Action:

What interim steps are necessary to attain goal?	When will they be completed?	Date completed
1. Identify, analyze, and document current operational workload for ISD staff	N/A	June 2010
a. Identify current operational workload being performed by ISD staff	N/A	June 2010
b. Assign resources to operational activities	N/A	June 2010
c. Resource work estimates	N/A	June 2010
d. Annual review of operational workload and resource activities	N/A	Ongoing
2. Determine ISD resource capacity	January 2011	
a. Analyze current workload baseline	January 2011	
b. Determine ISD resource availability	January 2011	
3. Document core competencies	January 2011	
a. Identify current core competencies of each staff person	January 2011	
b. Identify desired future core competencies	March 2011	
c. Recommendations for increasing core competencies	April 2011	
d. Approve recommendations	May 2011	
e. Implement recommendations	May 2011	
f. Re-evaluate skill levels	N/A	Annual
4. Create catalogue	July 2011	
a. Define ISD service offerings	July 2011	
b. Identify additional services not currently offered	August 2011	
c. Design catalogue	January 2012	
d. Develop catalogue	July 2012	
e. Distribute catalogue	September 2012	
f. Market catalogue	October 2012	

# Administrative Services Strategic Goals Implementation Plan

**Division:** Information Services Division

**Strategy 4:** Leverage technology to improve program efficiency

<b>Objective 2:</b> Automate manual processes using web services
<b>Projected Date for Meeting Goal:</b> September 2013
<b>How will success/completion be determined (what are the metrics?)</b> <ul style="list-style-type: none"> <li>• A Process will be Developed and Maintained that lists all manual processes and the priority for automating them.</li> <li>• The work plan for automating manual processes will be complete and maintained.</li> <li>• The top 2 processes using internal staff to develop, that provide customer benefit, will be automated.</li> </ul>
<b>Assigned To:</b> Kathy

## Plan of Action:

What interim steps are necessary to attain goal?	When will they be completed?	Date completed
1. Develop a method to identify and maintain a list of processes to be automated (was formerly worded as Identify and prioritize processes to be automated)	August 2011	
a. Identify SME's to identify manual processes	February 2011	
b. Define method to prioritize processes to be automated	April 2011	
c. Identify and document processes to be automated	July 2011	
d. Prioritize processes to be automated	August 2011	
e. Maintain list of processes to be automated	August 2011 (ongoing)	
2. Develop the Manual Process Automation Work Plan	October 2011	
a. Determine whether processes will use internal or external resources	October 2011	
b. Determine technology requirements for processes	October 2011	
c. Determine resources required and availability	October 2011	
d. Identify Procurement Requirements	October 2011	
e. Create process to develop and implement automated processes	January 2012	
f. Automate Manual Processes with Internal Staff	January 2013	
g. Develop and implement procurement vehicles for Automated Processes requiring external development	January 2012	
h. Develop Automated Processes requiring external development	May 2012	
i. Test automated processes	June 2013	
j. Create Implementation Plan	June 2013	
k. Implement Automated Processes	September 2013	

# Administrative Services Strategic Goals Implementation Plan

Division: Information Services Division

**Strategy 4:** Leverage technology to improve program efficiency

<b>Objective 3:</b> Help desk evaluation and enhancement
<b>Projected Date for Meeting Goal: September 30, 2010</b>
<b>How will success/completion be determined (what are the metrics?)</b> <ul style="list-style-type: none"> <li>• Consolidation of help desks</li> <li>• Train technician skill sets to run help desk</li> <li>• Report ticket history of user's problems and issues</li> </ul>
<b>Assigned To: Denny</b>

## Plan of Action:

What interim steps are necessary to attain goal?	When will they be completed?	Date completed
1. Define help desk opportunities and vision	November 2010	
a. Determine help desk functional requirements	October 2010	
b. Develop help desk vision and strategy	November 2010	
2. Gap analysis	April 2011	
a. Determine help desk marketplace options using Gartner Group	February 2011	
b. Document new "to be" state for help desk from "as is"	March 2011	
c. Select options for best help desk tools	April 2011	
3. Build plan to implement	September 2011	
a. Finalize requirements	May 2011	
b. Procure help desk tools	July 2011	
c. Deploy and test help desk tool	August 2011	
d. Standardize and implement help desk tools	September 2011	



# Administrative Services Strategic Goals Implementation Plan

**Division:** Information Services Division

**Strategy 5:** Promote extensive use of project management, concepts, and principles throughout the agency

<b>Objective 1:</b> Increase CDVA project management skill sets
<b>Projected Date for Meeting Goal:</b> July 31, 2014
<b>How will success/completion be determined (what are the metrics?)</b> <ul style="list-style-type: none"><li>• Completed matrix identifying current skill sets</li><li>• Completed listing of project management courses</li><li>• Completed and approved project management handbook</li></ul>
<b>Assigned To:</b> PMO - Sandy

## Plan of Action:

What interim steps are necessary to attain goal?	When will they be completed?	Date completed
1. Identify, analyze, and document CDVA's current skills		
a. Develop survey to identify current skill sets within each program	January 2013	
b. Develop listing of recommended project management courses	April 2013	
c. Develop project management handbook of guidelines	January 2014	
d. Approval of handbook	March 2014	
e. Distribute handbook	May 2014	
f. Market handbook	June 2014	
g. Training	July 2014	

# Administrative Services Strategic Goals Implementation Plan

**Division:** Information Services Division

**Strategy 5:** Promote extensive use of project management, concepts, and principles throughout the agency

<b>Objective 2:</b> Formalize project initiation
<b>Projected Date for Meeting Goal:</b> July 31, 2014
<b>How will success/completion be determined (what are the metrics?)</b> <ul style="list-style-type: none"><li>• Documented project initiation process and standards</li><li>• Completed training of tool</li></ul>
<b>Assigned To:</b> PMO - Sandy

## Plan of Action:

What interim steps are necessary to attain goal?	When will they be completed?	Date completed
1. Formally document the project initiation process and standards	September 2013	
a. Present concept to Management Review Board	October 2013	
b. Present concept to Executive Advisory Board	November 2013	
2. Implement approved project initiation process	January 2014	
a. Market and mentor project managers on use of the tool	July 2014	

# Administrative Services Strategic Goals Implementation Plan

**Division:** Information Services Division

**Strategy 5:** Promote extensive use of project management, concepts, and principles throughout the agency

<b>Objective 3:</b> Establish project oversight as a service
<b>Projected Date for Meeting Goal:</b> June 30, 2015
<b>How will success/completion be determined (what are the metrics?)</b> <ul style="list-style-type: none"> <li>• Documented scope, activities, and roles and responsibilities</li> <li>• Completed matrix detailing skill sets needed and currently lacking</li> <li>• Completed recommendations for increasing skill sets</li> <li>• Document oversight services, procedures, and roles and responsibilities</li> <li>• Plan approval and implementation</li> </ul>
<b>Assigned To:</b> PMO - Sandy

## Plan of Action:

What interim steps are necessary to attain goal?	When will they be completed?	Date completed
1. Define the service proposal	July 2014	
a. Define scope of project oversight	July 2014	
b. Project oversight activities	July 2014	
c. Identify roles and responsibilities	July 2014	
2. Identify, analyze, and document skill levels	October 2014	
a. Determine skill level needed for all activities	August 2014	
b. Identify and document which skills are lacking for each activity	October 2014	
c. Recommendations for increasing skill levels	November 2014	
d. Approve recommendations	December 2014	
e. Implement recommendations	January 2015	
f. Re-evaluate skill levels	N/A	Annual
3. Service Implementation Plan	June 2015	
a. Document oversight services available	March 2015	
b. Procedures for using oversight services	March 2015	
c. Document roles and responsibilities	March 2015	
d. Plan approval	April 2015	
e. Implement plan	June 2015	

**CDVA Implementation Plan  
Plans of Action**

**Administrative Services Division  
Human Resources Division**

## Plan of Action Worksheet

**Division: Human Resources Division**

**Strategy:** Expand training opportunities to encourage upward mobility and mentor staff in support of the Department’s program areas and Veterans Homes.

<p><b>Objective.</b> Facilitate “brown bag” seminars for upward mobility and to close skill gaps in current workforce due to anticipated attrition and retirement.</p>
<p><b>Projected Timeframe for Meeting Goal:</b> January 30, 2013</p>
<p><b>How will success/completion be determined (what are the metrics)?</b></p> <ul style="list-style-type: none"> <li>▪ Facilitate two “brown bag” seminars annually - 1 every six months</li> <li>▪ Evaluate participation after first year to determine viability of program</li> </ul>

### Plan of Action – Training / Recruitment

What interim steps are necessary to attain goal?	When will they be completed?	Completed?
Survey managers and supervisors to identify possible seminar topics	10/31/10	
Develop Career Ladder Power Point	1/30/11	
Seminar presentation at Headquarters	1/30/11	
Post-seminar evaluation / Asses viability / Change as needed	9/30/11	
Facilitate meetings with Homes and District Offices to relay expectations for implementation of seminars in their location	1/30/12	
Monitor results / Determine viability of program	1/30/13	

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

[illegible]



# California Department of Veterans Affairs Business Plan Plan of Action Worksheet

**Division: Human Resources Division**

**Strategy:** Utilize advancing technology to more effectively deliver Human Resources practices in support of the Department's program areas and Veterans Homes.

<p><b>Objective.</b> Continue participation in HR Modernization’s online consortium testing to streamline exam processes for widely used classifications (e.g., Registered Nurse, Physician and Surgeon, Associate Governmental Program Analyst, Associate Information Systems Analyst, etc.).</p>
<p><b>Projected Date for Meeting Goal:</b> Ongoing</p>
<p><b>How will success/completion be determined (what are the metrics)?</b></p> <ul style="list-style-type: none"> <li>▪ Three Rank Eligible List Statistical Data Collection Report</li> <li>▪ Three Rank Eligible List Probationary Report</li> </ul>

### Plan of Action – Classification and Pay Unit

What interim steps are necessary to attain goal?	When will they be completed?	Completed?
Completion of data collection reports	<b>Quarterly</b>	
Collection of probationary report data	<b>Quarterly</b>	

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)

[illegible]

# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

**Division:** Human Resources Division

**Strategy:** Utilize advancing technology to more effectively deliver Human Resources practices in support of the Department's program areas and Veterans Homes.

**Objective.** Develop expertise in the State Personnel Board's new web-based exam and certification system that will allow for online testing capabilities to accelerate exam timeframes and list creation.

**Projected Date for Meeting Goal:** June 30, 2013

**How will success/completion be determined (what are the metrics)?**

- Success to be measured by the conversion of all departmental continuous exams to allow for online application acceptance in the State Personnel Board's Online Selection System (OSS).
- As supported by job analysis, convert testing for mission-critical medical classifications to the OSS online supplemental application submission process.

#### Plan of Action – Exam Unit

What interim steps are necessary to attain goal?	When will they be completed?	Completed?
Convert continuous exam announcements to OSS	9/30/2010	
Convert application acceptance to online	3/30/2011	
In coordination with Homes, identify critical testing classes / Review job analyses	6/30/2011	
In coordination with Homes, update/complete analyses as required	6/30/2012	
Convert supported exams to online supplemental applications	6/30/2013	

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)




# California Department of Veterans Affairs

## Business Plan

### Plan of Action Worksheet

**Division:** Human Resources Division

**Strategy:** Utilize advancing technology to more effectively deliver Human Resources practices in support of the Department's program areas and Veterans Homes.

<b>Objective.</b> Centralize the Department's Human Resources information into an online database (i.e., Administrative Manual)
<b>Projected Date for Meeting Goal:</b> March 30, 2014
<b>How will success/completion be determined (what are the metrics)?</b> <ul style="list-style-type: none"> <li>Success to be measured by the percentage of HR information transferred to the online Administration Manual (to 100%).</li> </ul>

#### Plan of Action – Human Resources Division

What interim steps are necessary to attain goal?	When will they be completed?	Completed?
Identify policies and procedures to convert	3/30/2011	
Coordinate consolidation with Homes	10/30/2011	
Review to ensure consistency in policies and procedures throughout department / Revise as needed	3/30/2013	
Implement conversion	3/30/2014	

**Progress Report** (Current status, issues impacting goal attainment, changes in timelines, resource impacts, etc)
